

# FINANCIAL TIMES



## Conglomerates

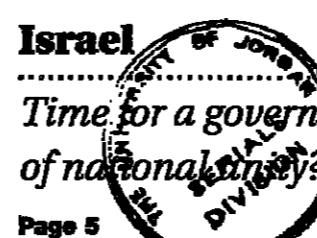
*In defence of diversification*

Peter Martin, Page 16

## Slovakia

*Rattling keys for culture*

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## Israel

*Time for a government of national unity?*

Page 5



## Executive education

*Key to gaining a competitive edge*

Today's survey, Pages 9-13

World Business Newspaper <http://www.FT.com>

THURSDAY MARCH 20 1997

## Volvo chooses ex-top executive to chair board

Swedish car and truck maker Volvo named Hakan Frisinger, group managing director in the 1980s, to chair its board. He replaces Bert-Olof Svahnholm, who died this week. The appointment of Mr Frisinger coincides with other changes in Volvo's senior management. Chief executive Sören Gyll is to step aside in favour of Leif Johansson, who heads Swedish appliance maker Electrolux. Page 19

**Clinton to name Tenet as CIA nominee** US president Bill Clinton decided to nominate George Tenet, acting head of the CIA, to serve as director of the US spy agency, senior administration officials said.

**US to charge for use of airspace** The US is to follow world practice by charging foreign aircraft for flying through its airspace, the Federal Aviation Administration said. It expects to raise \$86m a year from the fees. Page 7

**WTO report attacks banana regimes** The European Union will need to modify its banana import regime, which favours small Caribbean producer countries, if an interim World Trade Organisation report, which backs US and Latin American growers, is adopted. Page 7

**Suriname faces 'pyramid' collapses** Pyramid schemes in Suriname, which have attracted tens of millions of dollars from investors, many of them in the Netherlands, are bound to collapse, the South American country's central bank said. Page 18

**Jardine Matheson promised equality** Hong Kong-based conglomerate Jardine Matheson will be given equal treatment with companies in mainland China after the territory reverts to China in July, according to a senior Chinese official. Page 18; Hongkong Land jumps to US\$645m, Page 24

**Fashion designer plans to float** Gianni Versace, Italian fashion designer whose clients include Elton John, Sting and Madonna, plans to stage a stock market flotation of his company this spring. Page 19

**N-plant staff played golf during fires** Senior officials at a Japanese nuclear plant where fires and an explosion occurred last month in the country's worst nuclear plant accident, were criticised for playing golf during and after the accident. Page 4

**PMG may drop mercenaries plan** Papua New Guinea's prime minister, Sir Julius Chan, said his government may drop controversial plans to use mercenaries against secessionist rebels on Bougainville island. Page 4

**Hussein sacks PM** King Hussein of Jordan sacked prime minister Abdul Karim al-Kabir following disagreement over domestic issues and policies towards Israel. Page 5

**Solidarity supports clash with police** About 100 supporters of the Solidarity trade union clashed with police as they were evicted from the treasury ministry in Warsaw which they had occupied in protest at the closure of the Gdansk shipyards. Page 2

**China presses oil claims** China moved an oil exploration vessel near the Vietnamese coast in a provocative gesture which underlines Beijing's determination to exploit potentially oil and gas-rich deposits in disputed waters. Page 4

**Martial law imposed in Mandalay** Burma's military government imposed martial law and a night-time curfew in Mandalay following attacks on Moslems by Buddhist monks. Page 4

**TB epidemic easing** The World Health Organisation said its strategy for treating tuberculosis was causing a worldwide TB epidemic to level off for the first time in decades. Page 5

**Burgers have a future in Chicago** The Chicago Mercantile Exchange plans to seek a following among those who want to hedge risk in the hamburger business by offering investors future contracts in ground beef. Page 18; Commodity, Page 28

**Czech in Norwegian gas deal** The Czech Republic agreed a long-term contract to import gas from Norway, ending the country's dependence on supplies from Russia, despite intense pressure from Moscow to extend its ties with Gazprom. Page 7

**FT.com: the FT web site provides online news, comment and analysis at <http://www.FT.com>**

**EU STOCK MARKET INDICES**

	New York	London	Paris	Berlin	Frankfurt	Milan
Dow Jones Ind Av	4,051.01 (-46.07)	1,240.01 (-23.33)				
NASDAQ Composite	5,300.00 (-10.3)					
Europe and Far East						
CAC 40	2,506.77 (+22.82)					
DAX	3,315.53 (+34.74)					
FTSE 100	4,332.2 (-24.5)					
Mibex	18,403.71 (+45.51)					

**EU LONG-TERM RATES**

	10 yrs	30 yrs	10 yrs	30 yrs
Federal Funds	5.1%	6.1%	5.1%	6.1%
3-mth T-bill Yld	5.30%	5.30%	5.30%	5.30%
Long Bond	5.5%	5.5%	5.5%	5.5%
Yield	5.80%	5.80%	5.80%	5.80%

**EU OTHER RATES**

	10 yrs	30 yrs	10 yrs	30 yrs
UK 3-mo Banker	5.1%	6.1%	5.1%	6.1%
UK 10 yrs OAT	5.3%	5.3%	5.3%	5.3%
French 10 yrs OAT	105.55	(105.65)	105.55	(105.65)
German 10 yrs Bund	105.37	(105.47)	105.37	(105.47)
Japan 10 yrs JGB	105.32	(105.42)	105.32	(105.42)
Tokyo close	Y 122.8			

**EU MONTH SEA OIL (Argus)**

DM 19,702 (19.55)

DM 2,6058 (2.6567)

DM 1,5973 (1.592)

DM 1,5975 (1.592)

DM



## Rate fears continue to weaken Dow

### AMERICAS

US share prices slipped in early trade as jitters about the course on monetary policy continued to weigh on the market, writes Lisa Brudner in New York.

At 1pm, the Dow Jones Industrial Average was off 15.11 at 6,340.37 and the Standard & Poor's 500 fell 2.97 at 792.74. Volume on the NYSE came to 250m shares.

Technology shares were also lower with the Nasdaq

Tech Index down 1.11 at 1,074.20.

Source: CompuStat

Share price & index (rebased)

200 180 160 140 120 100 80 60 40 20 0

Jan Mar

Source: CompuStat

composite, weighted toward the sector, off 5.75 at 1,273.58. The Pacific Stock Exchange technology index shed 1.1 per cent.

Worries that the Federal Reserve might raise interest rates at next Tuesday's Meeting of its open market committee continued to hurt bank stocks, as did new concerns about declining consumer credit quality.

Chase Manhattan Bank dropped 53¢, or 3 per cent, to \$39.4, Citicorp lost \$2 at \$115.5, NationsBank was \$1 lower at \$38 and BankAmerica lost \$24 at \$113.5.

Salomon, the holding company for Salomon Brothers, the US investment bank, added 5¢ at \$33 on news that it planned to sell off its lossmaking oil refining business.

## Mexico City turns up

MEXICO CITY reversed an early dip as bargain hunters emerged for blue chips that were likely to respond to a firm peso and stable interest rates. By midsession, the IPC index was up 22.65 at 3,783.20.

Analysts noted that investors had been markedly absent from the market this week, holding back on concerns about a possible rise in short-term US interest rates and the potential for higher domestic interest rates.

The traditional week-long Easter holidays were likely to exacerbate the situation.

The market was also awaiting the outcome of the

Trans World Airlines fell \$2, or 7 per cent, at \$62 after the airline reported fourth-quarter results that were much weaker than analysts had expected.

Micron Technology also lost ground, although the semiconductor company reported operating earnings stronger than expectations.

The shares slumped \$34, or 7 per cent, to \$406 and were the most actively traded shares on the NYSE.

Computer makers were especially weak. Dell Computer lost \$24, or 4 per cent, to \$56.5, Gateway 2000 was \$2 or 4 per cent weaker at \$50.5 and Compaq Computer fell \$3, or 1 per cent, to \$76.5.

A profits warning sent investors fleeing from Wolverine Tube.

Shares in the company tumbled 50¢, or 26 per cent, to \$25 after the company said it expected its first-quarter earnings to be about 15 per cent below the \$10.3m it made a year ago.

TORONTO's TSE-300 composite index retreated by another 12.34 to 6,142.20 at the noon calculation.

Volume was light and selling was said by brokers to be limited. A resources sector takeover bid provided the main feature of an otherwise quiet morning session.

Leaders stayed weak. Royal Bank of Canada shed 75 cents to C\$67.40 to continue the interest rate led softness in the financial sectors.

Canadian Occidental slammed in a C\$20.50 a share cash bid for Wascana Energy and jumped C\$2.10 to C\$26.55. Wascana, already under siege from Talisman Energy, gained C\$1.05 to C\$20.40.

Remington Energy, which is to replace Morrison Petroleum in the 300 composite index today, hardened 25 cents to C\$24.50.

### EUROPE

A handful of dramatic share price movements lifted trading volume in PARIS by 50 per cent, but left the CAC 40 index 14.43 lower at 2,573.93.

Alcatel Alsthom surged close on 9 per cent and Michelin thundered in the opposite direction, sliding more than 6 per cent. In a volatile retail sector, Printemps lost almost 4 per cent.

Alcatel was suspended limit up at one stage during the early afternoon after the shares had jumped to FF1674, a rise of 9.95 per cent. At the close, the stock was FF154 higher at FF1567 thanks to strong results plus upbeat news on the restructuring front.

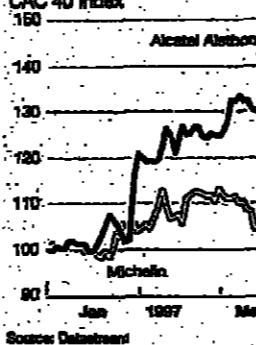
The counter-balancing disappointment for investors came from Michelin, where profits fell short of broker estimates after unexpected provisions and a relatively down in the month statement on trading from the tyre giant.

The shares, which had steamed ahead by more than 20 per cent this year in advance of the 1996 numbers, closed off FF121.10 at FF131.50 in 1.2m shares.

Printemps-Printemps fell FF13 to FF12.64 and Pro mode came off FF160 to FF1.80 as the retail sector

### French companies

Share prices relative to the CAC 40 index



Source: CompuStat

Jan Mar

Source: CompuStat

Ion Read noted that Mr Gerhard Cromme, Krupp's chief executive, had been this way before when he made a hostile, reverse bid for Hoesch in 1991, and showed subsequently that he could make the acquisition work.

Thyssen peaked in the grey market at DM410 against Monday's close of DM344.50. Another of Germany's steel-based conglomerates, Preussag, went along, rising DM14.75 to DM441.80 on the capacity theory.

Last year's market favourites, the big three chemicals, fell 1.3 per cent, to 1,268.85, 1,268.85, and 1,268.85.

VNU outpaced the broad market dipping 10 cents to F14.415 after an upbeat analysts meeting in Milan on Monday, followed on Friday, lost F14 at F14.40.

Some switching was reported out of Stet, down

L262 to L2415 after an

upbeat analysts meeting in

Milan on Monday, followed

by a meeting with London

analysts yesterday.

STOCKHOLM saw Swedish 10-year bond yields climb another 21 basis points to 7.47 per cent, and money came out of the equity market on the prospect of fixed-interest money offering an effective alternative.

The general index fell 1.10, or 1.9 per cent, to 1,268.85.

Goldman had Hoogovens

shares trading at a discount

to the sector of 15 per cent

prior to the Krupp move.

The stock ended up F11.50, or 1.7 per cent, at F13.60.

MILAN gave up 1.6 per cent under pressure from the lower lira and domestic bonds and on uncertainty over the future of the government coalition.

The Comit index fell 11.87 to 724.88.

The telecommunications

sector remained active.

Against the trend, Tim, the

mobile telecoms stock, added

1.7 per cent to 1,268.85.

Continental, the tyre-

maker, forecast annual cost

savings of DM50-DM70m in

the medium term from a

"fundamentally new" pro-

duction process. The shares

rose 38 pfg to DM35.50.

AMSTERDAM's financial

sector led the way down as

the AEX index ended 11.87

lower at 741.73.

Fortis Amey fell 4.45 per

cent, sliding F13.40 to F12.40

Mr Stefan Mühlein at Dil-

### FTSE Actuaries Share Indices

Mar 18 THE EUROPEAN SERVICES

Monthly changes Open 10.30 11.00 12.00 13.00 14.00 15.00 Close

FTSE Eurostock 100 2156.88 2151.57 2149.00 2147.72 2143.20 2145.29 2148.38

FTSE Eurostock 200 2194.76 2193.78 2193.97 2172.18 2173.53 2176.34 2176.63

Mar 17 Mar 14 Mar 13 Mar 12 Mar 11

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

FTSE Eurostock 200 2193.22 2205.37 2212.33 2232.35 2227.00

Mar 16 Mar 15 Mar 14 Mar 13 Mar 12 Mar 11

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

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Mar 11 Mar 10

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Mar 10 Mar 9

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

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Mar 9 Mar 8

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

FTSE Eurostock 200 2193.22 2205.37 2212.33 2232.35 2227.00

Mar 8 Mar 7

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

FTSE Eurostock 200 2193.22 2205.37 2212.33 2232.35 2227.00

Mar 7 Mar 6

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

FTSE Eurostock 200 2193.22 2205.37 2212.33 2232.35 2227.00

Mar 6 Mar 5

FTSE Eurostock 100 2194.22 2174.00 2168.00 2204.47 2201.38

FTSE Eurostock 200 2193.22 2205.37 2212.33 2232.35 2227.00

Mar 5 Mar 4

## NEWS: EUROPE

# Russia firm over Nato expansion

By John Thornhill in Moscow and Chrystia Freeland in Helsinki

On the eve of what could be an historic summit between Russia and the US, the Kremlin yesterday remained defiantly opposed to the Nato alliance's planned eastward expansion.

Speaking in Helsinki, the Kremlin's chief spokesman warned that no amount of talking would alter Russia's fundamental hostility towards Nato's proposal to embrace several eastern European states.

"Russia's approach to Nato expansion will not change regardless of any summits, bilateral meetings and negotiations," said Mr Sergei Yastrzhembsky, the presidential spokesman.

Mr Yastrzhembsky said the summit, which begins today, would help define the shape of the Russian-US partnership in the twenty-first century.

Mr Nikolai Kovalev, director of Russia's Federal Intelligence Service, one of the successors to the KGB, also kept up the pressure. He warned: "Now is a key moment; it depends on the west whether we will to some degree return to the attitudes of the Cold War."

Mr Yastrzhembsky said that Russia realised it could not halt Nato expansion. In a hint of a possible breakthrough at the two day meeting, he added that Nato had also gone a long way in preparing a charter that would address Russia's genuine security concerns. "This is

already a real step towards compromise. Nato is showing more realism in its negotiating position with Russia," he said.

Citing leaked western documents, the *Investiga* news paper reported that a five-part Nato charter would address many of Russia's concerns. The agreement would define areas of co-operation, such as peace-keeping, arms control, nuclear safety, and defence conversion. But it would also outline the principles and mechanisms for exchanging information about defence politics and strategy. A permanent consultative committee would be established, the newspaper claimed.

President Boris Yeltsin would appear to have a strong bargaining hand as far as domestic political considerations. There is near unanimity in Moscow opposing Nato's expansion even if few politicians believe it to be a serious military threat.

Russia's nationalist dominated parliament agreed yesterday that it would debate a resolution later this week prohibiting Russia from ever joining Nato.

Even leading liberal politicians, who favour pro-western policies, have been highly critical of Nato enlargement plans.

Mr Yegor Gaidar, leader of the Liberal Democratic Choice faction, said yesterday: "Nato expansion in the form that it has been announced is a stupidity. I think it is a serious mistake of the west."

Editorial Comment, Page 17

# GE to close down Moscow subsidiary

By Matthew Kaminski in Moscow

General Electric of the US will next month shut down a Moscow subsidiary because of what it calls the erratic enforcement of tax laws and the absence of an efficient appeals process.

GE, whose sales totalled \$300m in Russia last year - more than any other foreign investor - decided to cease operations at RAO GE International, its Russian distribution company, after tax officials seized its bank account in October to collect what they claimed were unpaid taxes.

Mr Per Jonsson, GE's Moscow representative, said the authorities had demanded money for three taxes (as Russian law allows) that, according to its accounts, the company had already paid. The dispute is illustrative of persistent investor complaints that the transparent accounts of foreign companies are easy targets when the cash-strapped government is looking for money to make up for widespread tax evasion by Russian enterprises.

The tax crackdown came just after the International Monetary Fund suspended its \$10.1bn loan programme in Russia because lower than expected tax revenues threw the planned budget deficit off target.

The subsidiary which GE is closing was set up in 1991 as a distributor for its plastics and silicones used in construction, which has recently boomed in Moscow. Now that the dispute over tax has moved to the arbitration court, the company has decided not to wait for the outcome.

Mr Jonsson said the company would use Russian distributors, which have become more reliable. Its investments in an aircraft engine manufacturing venture and the sale of medical and gas transmission equipment would continue.

Taxes "are a very, very serious problem that no one should be shy talking about," said Mr Jonsson. "The tax code is not stable and rates change all the time. It is too open to interpretation at the lowest level."

"And there is no structured appeals process," he added. "That is one of its most obvious deficiencies."

Mr Peter Charow, head of

the Moscow office of the American Chamber of Commerce which has 375 members, said taxation was still the big issue for investors in Russia.

"If anything has changed in the past few years, it is that the situation has grown worse. They've gotten better at enforcing bad laws. Taxes make it uneconomic to do business here," he said.

According to estimates by the European Bank for Reconstruction and Development, Russia, even with its capital needs in sectors such

Russia's tax authorities have launched initial bankruptcy proceedings against 90 of the country's biggest corporate tax debtors which allegedly owe the government a total of Rb355,000bn (\$6.1bn), writes John Thornhill in Moscow. The enterprises include Avtozavod, maker of Lada cars, and Yuganskneftegaz, one of Russia's biggest oil companies. Tax authorities have also begun monitoring every company whose outstanding tax debts exceed Rb10bn with a view to possible action.

The authorities' aggressive approach could lead to a restructuring of enterprise debts, sackings and the sale of controlling shareholdings to outside investors. However, many bankruptcy proceedings have been bogged down in the courts for months, worsening the growing inter-enterprise debt crisis in the economy.

In a further signal of the priority the government places on tax collection, Mr Alfred Koch, privatisation minister, has been made responsible for the entire budgetary revenues area, including the tax service.

As oil and gas attracted just \$5.1bn of foreign direct investment between 1990 and 1996.

Nevertheless, some companies have been successful in appealing against fines in the developing Russian court system.

The US pharmaceuticals company Johnson & Johnson has won nine of the 10 cases it has brought against the tax police, according to Mr Charow.

A Russian banker said a good litmus test for the new government would be its ability to push tax reform through parliament.

# Slovak actors in protest over political power play

**A** row between the government and the arts community that has closed most of the theatres in Slovakia is threatening to become a wider confrontation over the often heavy-handed policies of Mr Vladimir Mečiar, the prime minister.

Students demonstrated in Bratislava on Monday in support of actors and theatre workers who have been on strike since last month in protest at a reorganisation of cultural institutions that has cut funding and given government appointees "super-visory" powers.

Last week a protest by actors and opposition MPs at the culture ministry was broken up by police. The ministry has become the focus of the discontent as strikers fight what they claim is an attempt by the government to exercise the tight control over cultural life that it already wields at state radio and television.

The arts have become the latest battleground in the struggle for the upper hand in Slovak politics. The opposition and President Michal Kováč, who faces constant

hostility from Mr Mečiar, have given strong backing to the strikers.

After last week's slowdown Mr Kováč called for the resignation of Mr Ivan Hudec, culture minister, who refused to meet the strikers at his ministry. "It is deplorable that the artists of this country have to resort to such methods to meet their minister," he said.

Significantly, the strike has won broad public sympathy and strong support from trade unions and the Roman Catholic church, which is increasingly vocal in defence of civil liberties. A proposed strike by transport workers in the capital next month looks certain to become a show of support for the beleaguered actors.

These developments come amid signs of a shift in public opinion away from the nationalist/populist government 18 months before the next election. The three-party coalition led by Mr Mečiar is increasingly on the defensive over a range of mishandled issues.

There is widespread cynicism over the secrecy surrounding the privatisation of state assets, many of which have been sold to allies of the government. There is also a perceived breakdown in public order following a series of bomb attacks, including one on the home of an opposition MP for which no one has yet been charged. The discontent is fuelled by a slowdown in economic growth.

"Opinion seems to be swinging towards the opposition," said Mr Eugen Jurčica, president of the Centre for Economic Development, a think-tank. "There is a perception of corruption and fear of a breakdown in security, and people blame the government for this."

Given the Shakespearean nature of Slovak politics it is perhaps fitting that these grievances should find an outlet in a theatre strike. Dissent in former Czechoslovakia was led by artists. Now they see a drift back to communist-era censorship and intolerance of dissent.

This week's student protesters rattled their keys in an echo of a famous habit of demonstrators during the 1989 "Velvet Revolution" against the old Czechoslovak regime. Mr Václav Havel, the playwright who became a president, and other well known figures in Prague have sent messages of support to the striking actors.

Mr Mečiar's government already has a firm grip on state radio and television and there have been attempts, so far unsuccessful, to introduce a law on "protection of the republic" that would curb protests.

People in the arts, media or academic life unwilling to toe the government line can withdraw subsidies cut, appointments vetoed or jobs lost without explanation.

The fear is that if the reorganisation of the arts goes ahead, funding will depend on whether the work is deemed "acceptable" by the newly appointed regional arts supervisors, creating an unofficial and arbitrary blacklist. "If you were an artist under communism at least you knew you were banned. Now you don't. It's more subtle," said Mr Miroslav Beblavý, a drama student.

Most Slovak theatres are silent. The opera star Mr Peter Dvorský has refused to set foot on a stage until the plans are abandoned. He quit the state opera last year in support of Mr Dušan Jamrich, the artistic director of the Slovak National Theatre, who was sacked for his opposition to the moves. The SNT is also strikebound.

Mr Hudec insisted the changes were an effort to conserve scarce resources and said the protesters were being manipulated by the opposition. Theatre people say the strike will go on until the government with



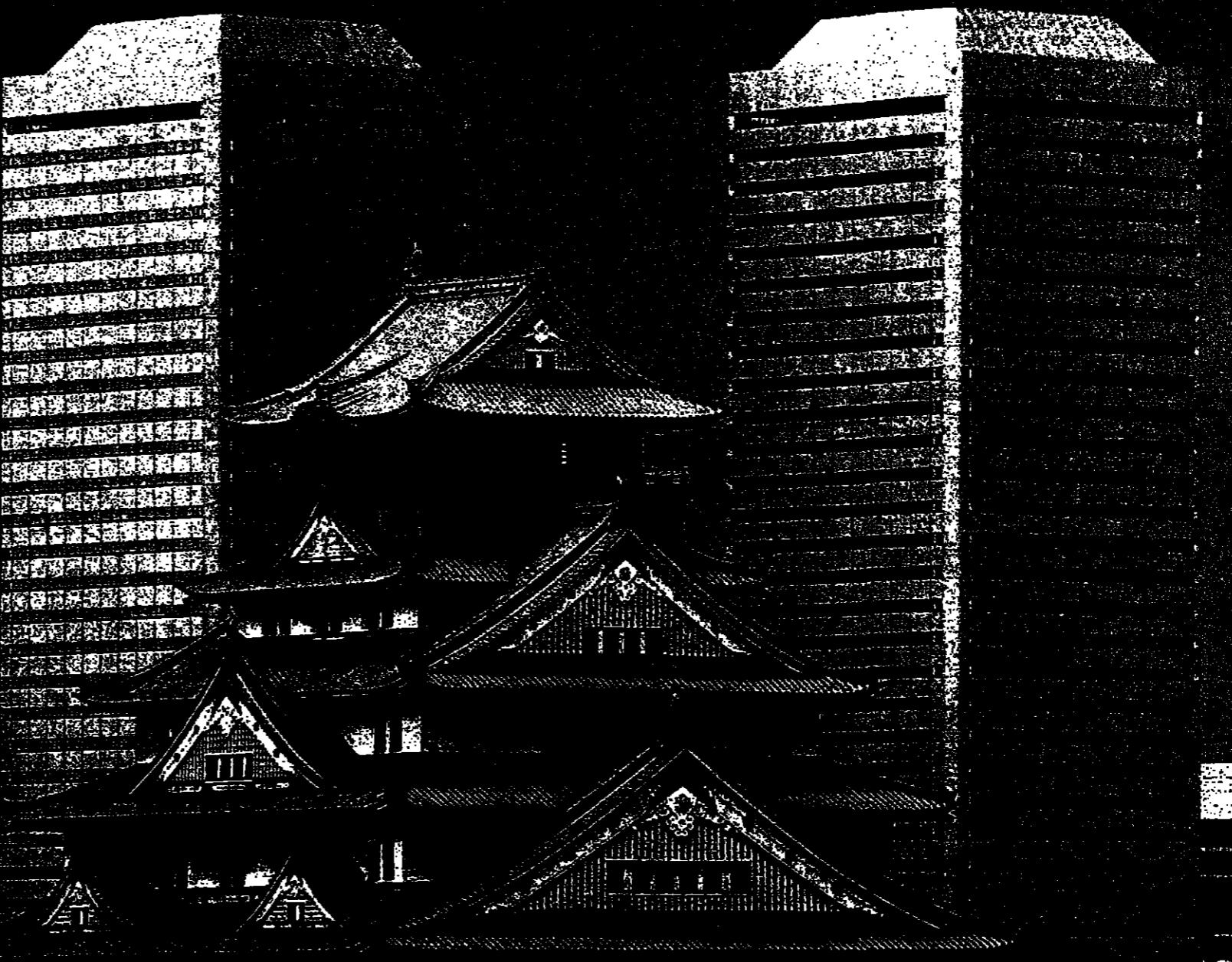
Opera singer Peter Dvorský is one of many artists angry over government plans to reorganise the arts

Chris Barrie

draws its plans. Observers say the government miscalculated the scale of the outcry. Last week's decision to bring police to the culture ministry to remove demonstrators exacerbated matters, and Mr Hudec is to face a no confidence vote in parliament next month over his handling of the crisis. Mr Mečiar might choose to sacrifice his minister and start afresh, one diplomat said.

Vincent Boland

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## NEWS: INTERNATIONAL

Scandal threatens to taint Netanyahu government □ Labour party succession complicates plan

# Likud tempted by national coalition

By Judy Dempsey  
in Jerusalem

Mr Tzahi Hanegbi, Israel's justice minister, could hold the key to the future shape of the government as police investigations into an alleged scandal draw to a close.

Senior members of the governing Likud party believe that if indictments are served against Mr Hanegbi for his alleged involvement in trying to rig the appointment of a new attorney-general, Prime Minister Benjamin Netanyahu's government will be tainted by corruption.

If so, they have not dismissed the idea of forming a national unity government with the opposition Labour party led by Mr Shimon Peres. Mr Peres seems attracted to the idea as well.

He recently told a small group of Labour deputies he would consider forming a national unity government with Mr Netanyahu. His argument was that Labour could save the peace process, which ground to a standstill after the go-ahead was given to start building a new Jewish settlement at Har Homa



Israeli border police guarding machines working at the Har Homa housing project

in Arab east Jerusalem.

Mr Peres, however, is awaiting the outcome of police investigations into the so-called "Bar-On affair" before committing himself fully.

Police are trying to ascertain whether some cabinet ministers were aware of an alleged deal initiated by Mr

Aryeh Deri, leader of Shas, a member of the coalition.

It has been alleged that Mr Deri agreed to support an Israeli troop withdrawal from Hebron if his nominee, Mr Roni Bar-On, was appointed the next attorney-general. At the same time, Mr Deri was allegedly seeking a plea bargain in an out-

standing corruption case if his nomination was accepted.

In Likud there is some consensus that Mr Netanyahu might be persuaded it would be better to form a national unity government with Mr Peres, and perhaps sooner rather than later.

Government officials say

Likud is assuming it could win the next election with such a national coalition if Mr Netanyahu, increasingly beholden to his nationalist and far-right coalition partners, is unwilling to see out his term of office in the current circumstances.

The timing for a national unity government is as crucial to Mr Peres as it is to Mr Netanyahu. Mr Peres said he would step down at the party's convention in June, when the leadership will be contested by Mr Ehud Barak, the former chief of staff and considered the front-runner.

Yesterday Mr Barak sharply criticised the idea of a national unity government, saying he could not support a morally corrupt and incompetent Likud administration. "A government of failures, disgrace and stink should not be joined," he said, adding that the Bar-On affair "reeks to the heavens. It is something that goes down to the fundamentals of what is government and what kind of state we want".

Mr Netanyahu would be loath to have Mr Barak as a coalition partner. Mr Barak, according to his aides, probably knows the prime minister's qualities and character better than any Likudnik - he was Mr Netanyahu's commander when the prime minister did his stint in the army.

Hence the importance of the timing for Mr Peres and Mr Netanyahu. If Mr Hanegbi is indicted - and the government tainted - Likud's calculation is that a government with Mr Peres would be acceptable and would keep it in power.

Likud has less than two months to move, since it is likely Mr Barak will win Labour's leadership contest. "This would cut off Likud's chances of spreading the blame," said a Barak supporter. "And frankly, I don't see why we have to rescue this wretched government."

Mr Yossi Beilin, one of the architects of the Oslo peace accords who is also contesting the Labour leadership, went further in his criticism of a national unity government at this time. "The Labour party should focus all its attention on toppling the government regardless of the outcome of the Bar-On affair," he said.

**Robinson backed for UN job**

The Irish government said yesterday it was formally nominating its first woman president, Ms Mary Robinson, for the job of United Nations High Commissioner for Human Rights and would "actively support her candidate in every possible way".

Ms Robinson said last week that she would not be standing for re-election after almost eight years, prompting a wave of speculation that she would seek a UN position that suited her interests in human rights and the developing world.

Irish government support for her candidature was announced as Ms Robinson visited the UN criminal tribunal for former Yugoslavia in The Hague, the first head of state to do so. It also follows weekend expressions of support for her to seek the job from the White House, which has taken a tough stand towards reform and cost-saving at the UN.

Reuter, Dublin

## Kazakhs 'dissatisfied'

An overwhelming majority of Kazakhs believe official corruption is rife in the former Soviet republic, according to an opinion poll published yesterday. The poll, which canvassed 1,500 people and was carried out by the Washington-based International Foundation for Electoral Systems last December, showed 91 per cent of the 16.9m population considered government corruption a "serious problem".

The poll also found 82 per cent of Kazakhs "dissatisfied" with the situation in the oil-rich country, up from 77 per cent in 1995.

Kazakhs were also deeply pessimistic about any economic improvement, with 44 per cent saying the economy would worsen in the next six months, 38 per cent saying it would stay the same and only 10 per cent believing it would improve.

The figures will be bad news for Kazakh President Nursultan Nazarbayev, whose popularity has plummeted because of the country's chronic backlog of unpaid wages and pensions.

Mr Nazarbayev has given Mr Akezhan Kazygeldin, his prime minister, until April 10 to redress the payments crisis or face the sack.

Reuter, Almaty

Government asked for more details, or new pact may be threatened

## IMF warns Kenya on power contracts

By Michael Holman

Kenya has been warned that two controversial contracts for power plants are threatening efforts to reach a new agreement with the International Monetary Fund.

Officials from both the Fund and the World Bank have asked the Kenyan government to provide more details about the contracts, which were awarded last year by the state-owned Kenya Power and Lighting Company. The awards were part of an emergency programme to end the frequent power cuts which are hitting industry and tourism.

Iberafrica of Spain was awarded the contract to supply a diesel-fuelled 44MW unit for the Nairobi South power plant, while Sabah Shipyard of Indonesia will provide a barge-mounted 43MW unit for Mombasa.

Should the officials not be satisfied that the tender process was transparent, and that the successful bids were competitive, Kenya's enhanced structural adjustment facility, which is due to expire at the end of next month, is unlikely to be renewed.

The IMF has also expressed concern to Kenya about the pace of the country's privatisation programme. A Fund mission is due to visit Kenya early next month to review progress.

Failure to renew the agreement could have further far-reaching repercussions. World Bank officials have warned that without an IMF deal, the annual donors' meeting would be indefinitely delayed.

A consultative group meeting, which is chaired by the bank, and at which donor pledges aid, would normally have been held later this year.

With Kenya expected to hold presidential and parliamentary polls at the end of this year or early next year, a hold-up in the disbursement of aid would be a set-back to President Daniel arap Moi's bid for re-election. Kenya is also seeking assistance from donors to cope with the severe drought in the north of the country.

Bank and Fund officials acknowledge that Kenya has made considerable progress in implementing economic reforms, including trade liberalisation, lifting foreign exchange controls, cutting inflation, and reducing the budget deficit.

But there is continuing concern about government management, reinforced earlier this year when Mr Nicholas Biwott, former energy and industry minister, was appointed minister

in President Moi's office. Mr Biwott was minister in 1986, when the government commissioned French companies to build the Turkwell Gorge dam in northern Kenya.

The contract was not put out to tender, and angry donors refused to invest in Kenya's energy sector for the next decade.

The current IMF agreement is already in difficulties.

A Fund mission last December called for greater progress in the country's privatisation programme, and held back the second tranche of the \$216m facility, which had been due for release in October.

## Hussein sacks his prime minister

By Judy Dempsey

King Hussein of Jordan yesterday sacked Mr Abdul Karim al-Kabriti, the prime minister, following a rift over policies towards Israel and other domestic issues. His dismissal comes a week after a Jordanian soldier killed seven Israeli schoolgirls visiting a tourist site on the border between the countries.

Palace officials dismissed speculation that Mr Kabriti, 47, might have been made a scapegoat, adding that the king had been planning to introduce government changes for some time.

Mr Kabriti, who was also foreign and defence minister, has been replaced by Mr Abdul-Salam al-Majali, 71, a former prime minister who signed the peace treaty between Israel and Jordan in 1994.

The business community, which has enthusiastically embraced the gradual economic and political reforms spearheaded by Mr Kabriti, had mixed opinions about Mr Majali's ability to achieve further restructuring.

"It's too early to judge," one Jordanian analyst said. "Maybe Mr Majali will consolidate renewed links with Iraq, boost trade, and continue the reforms. But I think what is behind the sacking is Jordan's relations with Israel."

Relations between the two reached their lowest point for some time last week when King Hussein sent a scathing letter to Mr Benjamin Netanyahu, Israel's prime minister, accusing him of jeopardising the peace process in a way which could lead to violence. Mr Netanyahu angrily responded. The two leaders have since re-established a modus vivendi after King Hussein visited the schoolgirls' families.

Mr Kabriti often voiced his own views about Israel, sensitive to his Palestinian constituency: 40 per cent of the Jordanian parliamentary deputies are Palestinian. Analysts said this might have tested King Hussein's patience; having another senior official express often critical opinions about the peace process, when the king has had to strike a balance between keeping ties with Israel and recognising the depth of Palestinian sentiment at home.

Last week, when Mr Yitzhak Rabin, Israel's defence minister, visited Amman, Haaretz, the liberal Israeli daily newspaper, reported almost verbatim a conversation between him and Mr Kabriti. Apparently Mr Kabriti said Mr Netanyahu's recent visit to Jordan "was like bad news for us".

His remarks reflected growing frustration among sections of the Jordanian establishment. It had high expectations of the peace treaty with Israel, believing its economy could make gains through tourism and closer business contacts with Israel. The latter have been growing, but direct foreign investment has been slow to enter Jordan.

## France's link man with Africa dies

By David Buchan in Paris

The grand old link man between Gaullism and French Africa, Mr Jacques Foccart, died yesterday in Paris at the age of 83.

With his behind-the-scenes service to three Gaullist presidents, Mr Foccart became famous as France's *Monsieur l'Afrique*, helping Paris through a network of personal relationships and intelligence contacts to maintain its influence in French-speaking countries long after they reached independence in the 1960s.

His death coincides with a crisis in France's African policy. This has been brought to a head by the rebellion sweeping across Zaire as President Mobutu Sese Seko, with whom Mr Foccart had close ties, lies sick with cancer in a Monaco hospital, but includes a broader rethink of the wisdom of basing in several other African countries French troops who inevitably get stuck into internal conflicts.

A wartime Gaullist, Mr Foccart was brought in by President Charles de Gaulle as secretary general for African affairs at the Elysee in 1958 and stayed on in that capacity until President Georges Pompidou's death in 1974.

In these years he helped Paris negotiate defence agreements with its newly independent ex-colonies, and

it was rumoured that he kept in his drawer, undated and ready for use, drafts of African leaders' requests for French military intervention. In 1965, when France got another Gaullist leader, he briefly became an informal adviser to President Jacques Chirac on African policy before his final illness set in.

One lasting consequence of Mr Foccart's long presence at the Elysee is that France's African policy is still primarily made in the presidency and carried out by the co-operation ministry whose development role is mainly focused on Africa, with the foreign ministry at the Quai d'Orsay largely cut out of the policy loop.

Mr Jacques Godfrain, the current co-operation minister and a close associate of Mr Foccart, yesterday hailed Mr Foccart "as an essential player in realising independence [for African countries] under the [French] Fifth Republic, who maintained relations of great confidence with numerous African leaders".

This was said to be in exchange for an oil concession promise to the Elf oil company. The extent to which this oil group was used - before it was privatised in 1993 - by French intelligence in Africa has been confirmed in a recent judicial investigation of a former head of Elf-Aquitaine in the late 1960s.

For years after 1974 a chat with Mr Foccart was a *possession* for any French-speaking African leader visiting Paris. In later years, however, Mr Foccart was said to have diverged increasingly from the official French line of democratic and economic reform, such as the 50 per cent devaluation in 1994 of the "CFA franc" currency used by much of French Africa.

At the time, Mr Chirac, influenced by Mr Foccart, opposed the devaluation move orchestrated by his Gaullist rival, Mr Edouard Balladur, then prime minister. But the Chirac administration has since conceded the currency change has helped revive the region's economy.

Mr Foccart recently described to *Le Figaro* his network in Africa as informal. "They could include former military, traders, priests," he said. "It is a network of friendships, acquaintances, of relations." He published a first volume of memoirs in 1995 which revealed little, except France's backing for the Biafran revolt in Nigeria in the late 1960s.

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## INTERNATIONAL NEWS DIGEST

## New strategy to beat TB

The World Health Organisation (WHO) said yesterday its new strategy for treating tuberculosis represented a breakthrough in tackling the age-old disease and could save millions of lives worldwide. The WHO programme could also dramatically reduce the threat of the emergence of TB bacilli resistant to drugs and cut long-term costs, agency representatives told a news conference in Berlin.

The plan, known as Dots or Directly Observed Treatment Short-course, was causing the worldwide TB epidemic to level off for the first time in decades, they said. WHO calls for training health workers or community members to counsel and observe TB patients to ensure they take the standard four antibiotics and until symptoms disappear but until they are cured.

"This is the single most important development in the fight against humanity's oldest and most deadly disease since [German scientist] Robert Koch discovered the TB bacillus in 1882," the WHO's TB programme director, Mr Arata Kochi, said.

Reuter, Berlin

## Robinson backed for UN job

The Irish government said yesterday it was formally nominating its first woman president, Ms Mary Robinson, for the job of United Nations High Commissioner for Human Rights and would "actively support her candidate in every possible way".

Ms Robinson said last week that she would not be standing for re-election after almost eight years, prompting a wave of speculation that she would seek a UN position that suited her interests in human rights and the developing world.

Irish government support for her candidature was announced as Ms Robinson visited the UN criminal tribunal for former Yugoslavia in The Hague, the first head of state to do so. It also follows weekend expressions of support for her to seek the job from the White House, which has taken a tough stand towards reform and cost-cutting at the UN.

Reuter, Dublin

## Kazakhs 'dissatisfied'

An overwhelming majority of Kazakhs believe official corruption is rife in the former Soviet republic, according to an opinion poll published yesterday. The poll, which canvassed 1,500 people and was carried out by the Washington-based International Foundation for Electoral Systems last December, showed 91 per cent of the 16.9m population considered government corruption a "serious problem".

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Reuter, Almaty

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## NEWS: ASIA-PACIFIC

# Chaebol fall sick on surfeit of debt

The financial problems of South Korean conglomerates may lead to industrial consolidation, reports John Burton

**T**he collapse of one leading South Korean conglomerate may be a misfortune, but the bankruptcy of a second is a definite sign of carelessness.

The woes of the Sammi and Hanbo groups, two of Korea's top 30 conglomerates, is a clear warning that the nation's corporate debt timebomb is finally exploding and posing a serious threat to the already ailing banking sector.

Korea's highly geared conglomerates, or *chaebol*, are finding it increasingly difficult to service their debts as their sales growth slows. "The situation is very scary," said one western banker in Seoul.

The rapid expansion of the chaebol during the past decade has left them with excess production capacity in cyclical industries and a mountain of corporate debt. ING Barings Securities estimates that leading Korean listed companies have the highest corporate net debt/equity ratio among Asian competitors at 151 per cent.

The Sammi steel group, which filed for court receivership yesterday, is a classic example of over-expansion as it built up production capacity at home, while entering the North American market by acquiring steel plants in the US and

Canada. But it had difficulty servicing its debts of Won1,900bn (\$2.2bn) in the face of persistent weak global prices for stainless steel products.

The Hanbo steel and construction group collapsed in January under a debt burden of nearly \$6bn as it sought to build the world's sixth biggest steel mill despite predictions that this would prove uneconomical.

The troubles are not only confined to the Korean steel industry. There are worries about the financial strength of the petrochemical and car industries among others.

Analysts responded with concern when Ssangyong, the sixth largest chaebol, announced last week that it would try to sell 49 per cent of its heavily indebted car division to foreign investors.

"It's a sign of desperation," said one analyst, who predicted that Ssangyong would have difficulty finding buyers for a company that threatened to drag down the entire group "because of debts of more than Won3,000bn and total losses of Won500bn since 1992."

Sammi and Hanbo have shown that investment and lending decisions have often been made without much cost-benefit and credit analysis in the belief that the government would bail out the

tegic industries. "Korean industry was built on a large dose of optimism. But the Koreans are discovering that their can-do spirit sometimes can't do," said Mr Adrian Cowell with Dresdner Kleinwort Benson in Seoul.

These financial problems were largely hidden during recent export booms, but became apparent when almost all of Korea's main industries – electronics, steel, petrochemicals, cars and ships – suffered a simultaneous cyclical drop in global demand last year and a fall in export prices.

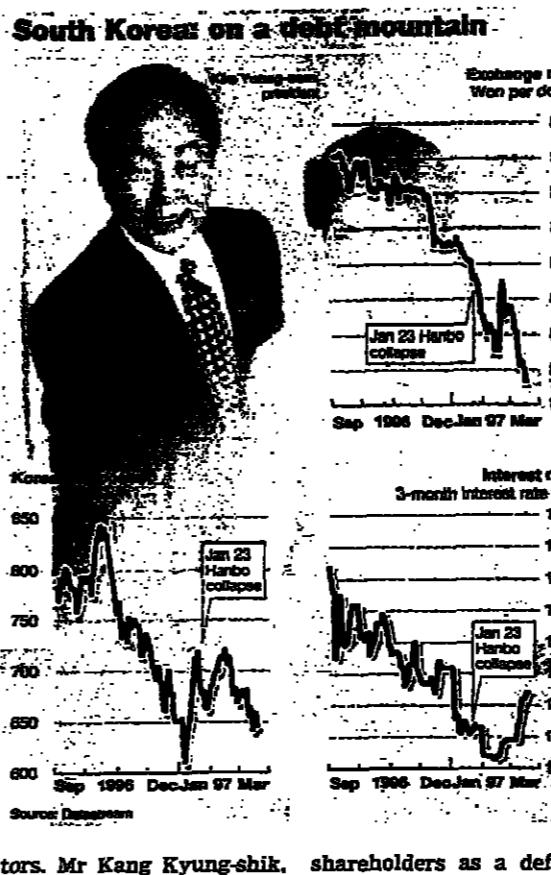
The chaebol also faced paying increased premiums in borrowing capital from foreign banks because of fears about their creditworthiness. Moreover, 58.5 per cent of Korea's total overseas debt of \$110bn is short-term loans of less than one year, which accounts for 4.6 per cent of its GDP.

The Samsung Economic Research Institute yesterday warned Korea was close to a financial crisis because of a slowdown in economic growth below 5 per cent, continued depreciation of the Korean currency, rising interest rates and a heavy dependence on short-term international loans.

Many analysts believe that the financial problems will lead to a consolidation in Korea's main industrial sec-

tors. Mr Kang Kyung-shik, the new finance and economy minister, has indicated the government will allow uncompetitive companies to collapse or merge.

In an effort to encourage mergers and acquisitions, the government yesterday said it would not allow target companies of hostile takeovers to issue convertible bonds to friendly



shareholders as a defence against corporate raiders.

Mr Kang, who is expected to unveil a new economic reform package this week, has also hinted that Korea will accelerate the opening of its financial markets to foreign capital to ease high interest rates. If bold reform occurs the collapse of Sammi and Hanbo could prove a blessing in disguise.

have in the past spearheaded political protests, along with students and civil servants.

Monks played an important role in the democracy uprisings of 1988 and 1990 but have recently kept a low profile with the government pursuing a policy of repression and of co-opting them.

A government spokesman said: "Some elements are trying to promote misunderstanding between the two religions."

The main reason [it] to create unrest in the country by creating disturbances where and when opportunity arises, to create misunderstanding between Myanmar [Burma] and her Asian friends, especially with Indonesia and Malaysia, both Islamic nations."

Malaysia and Indonesia are seen as the strongest backers of Burma's request to join ASEAN, expected to be formalised in July.

The disturbances are the second bout of unrest to hit Mandalay. Its two main universities have been closed since student demonstrations swept Burma last December. Monks were often seen gathering near the demonstrators in both Mandalay and Rangoon.

The government crackdown has included blocking main roads and closing the main market. More than 90 per cent of the population of Mandalay, Burma's cultural and religious centre, is Buddhist. Monks from Mandalay and Rangoon.

## Staff at Japan N-plant played golf during fire

By Gwen Robinson in Tokyo

Senior officials at a Japanese nuclear plant, where two fires and an explosion occurred on March 11 in the country's worst nuclear plant accident, played golf during and after the accident.

Workers in charge of plant repairs at the nuclear fuel reprocessing plant in Tokaimura began a four-day golf tournament on the day of the accident. They continued playing the next day although it was clear that damage was more serious than initially thought.

Investigators' findings of official indifference and mis-handling of emergency procedures in the aftermath of the accident have provoked widespread criticism and are likely to heighten public opposition to the government's ambitious nuclear power programme.

Japan deserves more than a third of its energy from 52 nuclear reactors, and plans to increase the number of nuclear plants into the next century.

Mr Toshiyuki Kondo, chief of the government's Power Reactor and Nuclear Fuel Development Corporation (Donen), apologised to a parliamentary committee on Tuesday after a committee member said it was "unbelievable that Donen employees would play golf at such a critical period of time".

A Donen spokesman, Mr Ryuchi Mukai, said the company had approved the golf tournament and that accidents "did not necessarily" require workers at the plant, 70 miles northeast of

Tokyo, to suspend such activities.

One of the employees who participated in the tournament added that his group had thought "it would be wrong" to cancel the game on the day they had reserved the golf course.

Donen has repeatedly claimed the accident posed no serious bodily or environmental threat. But in the aftermath, daily disclosures of delays in handling the emergency and failures by nuclear officials to fully report the damage have been prominently displayed in Japanese media.

Donen's initial claim that radiation was limited to the facility in which the fires had occurred was found to be incorrect, and the organisation was forced to admit that radiation spread to neighbouring facilities and possibly, beyond.

Thirty-seven employees at the plant were exposed to radiation. Nuclear experts said that the degree of the workers' exposure was not sufficient to pose immediate risk to their health – if Donen's data was correct – but warned that longer-term effects could not be ruled out.

The recent revelations follow disclosures of cover-ups and mishandling of safety procedures by Donen in the massive leak of sodium coolant at an experimental fast-breeder reactor in northern Japan in December, 1995.

An investigation of that accident and a review of nuclear policy led to the government's fresh endorsement in January of the country's nuclear pro-

## China raises stakes in Vietnam oil row

By Jeremy Grant in Hanoi and Tony Walker in Beijing

China has raised the stakes in a simmering territorial dispute with Vietnam by moving an oil exploration vessel near the Vietnamese coast in the Gulf of Tonkin.

It is a provocative gesture which underlines Beijing's determination to exploit potentially oil and gas-rich deposits in disputed waters.

China's decision to risk Vietnam's ire – it is exploring just 65 nautical miles from the Vietnamese coast – indicates it is fairly confident the drilling area is prospective, and may rival the rich Yacheng deposit 50km to the east.

Yacheng, whose confirmed reserves stand at 3,400bn cu ft of gas, is in undisputed Chinese territorial waters. Operated by Atlantic Richfield (Arco) of the US, it supplies gas to Hong Kong and to nearby Hainan Island.

In Hanoi, western officials and the Vietnamese themselves are perplexed as to why China has decided now

to boost their exploration presence in the Gulf of Tonkin, perhaps jeopardising steadily improving Sino-Vietnam relations.

One theory is that Beijing reckons it can afford to test Hanoi over the area, near the Paracel Islands, since it is a dispute which simply involves China and Vietnam, not other regional states.

China seems more cautious about searching for oil in the Spratly Islands group further south. The Spratlys are the subject of claims by a number of Association of South East Asian (ASEAN) states, including Vietnam.

"They will measure the strength of the response and that of the international and regional community and then they will take it further," a Vietnamese political analyst said. An ASEAN diplomat declared: "If the Chinese can make a move like this, they can make similar moves elsewhere."

The issue is difficult for Vietnam, which has made much of warming Sino-Vietnamese ties.

China has pushed on the issue As they've drilled closer and

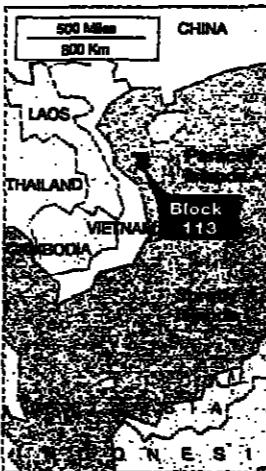
it is also keen to see nothing disrupts access through the Gulf of Tonkin to Haiphong port, the economic gateway to northern Vietnam and Hanoi, the capital.

"We will continue to protest to make clear the legal position to the international community. But we will try to avoid force, as any action could complicate the situation," Mr Tran Cong Truc, chairman of the Vietnamese government's Committee on Frontier Issues, said.

The Chinese rig, the Kan Tan 111, is operating in an area designated by Vietnam as Block 113. Oil industry officials say China has been drilling close to Block 113 for years, penetrating further into disputed waters.

It now appears Beijing has decided to increase pressure and the Vietnamese, aware of Chinese activity in the area for some time, have chosen to react. Hanoi has lodged stiff protests largely ignored by Beijing.

"I think the Chinese really have pushed on the issue As they've drilled closer and



closer, the tolerance level has fallen further and further," an US oil industry executive said.

Like China, which became a net importer of hydrocarbons in 1995, Vietnam's oil-fields are becoming mature and it is under pressure to find new oil and gas deposits. PetroVietnam, the state petroleum company, plans to step up offshore exploration and is thought to be going to drill two wells in the area around Block 113.

Also, Conoco and Unocal of the US are understood to have proposed joint exploration with PetroVietnam in the areas. Russian companies are also interested.

## ASIA-PACIFIC NEWS DIGEST

## Taiwan curbs China ventures

Taiwan yesterday warned it would clamp down on companies making "unauthorised" investments in China and promised to punish transgressors.

Taiwan's economics ministry said China projects must be approved by Taipei; government agencies would monitor suspected investors' fund flows, tax payments and "any illegal matters". The Securities and Exchange Commission vowed stricter screening of rights issues and stock market listings. However, the measures are unlikely to have a lasting impact, as many Taiwanese companies have established overseas entities and secretly route their China investments through such channels.

Taiwan bans direct investments in China, but some US\$30bn in authorised "indirect" investment has flowed into the mainland under a political thaw. Banking sector and big infrastructural investments such as steel and power plants are banned.

Laura Tyson, Taipei

## Malaysia accepts apology

Malaysia yesterday accepted an apology from Mr Lee Kuan Yew, Singapore's senior minister, for his remarks that a southern Malaysian state was "notorious for shootings, muggings and car-jackings". But the acceptance stopped short of forgiveness.

"It should be acknowledged that this episode has deeply hurt Malaysians of all sections of society and that restoration of the old level of relationship would take time," a statement from Mr Abdullah Badawi, Malaysian foreign minister, said.

The acknowledgement of the apology is likely to reassure stock market investors and currency dealers in Singapore, some of whom have been uncertain as to how much damage to bilateral relations would be caused. It is unlikely the effect on relations will have any visible impact, economists said.

James Kyng, Kuala Lumpur

## Ramos confirms Korean's stay

Philippine President Fidel Ramos yesterday confirmed for the first time his government was hosting the North Korean defector, Mr Hwang Jang-yop, "for as long as necessary and as short as possible".

"The decision... to assist in resolving the difficulties regarding Mr Hwang's continued stay in the South Korean embassy in Beijing was based on our desire to be of help to our neighbour in their need for third-country facilities and to ease the tension in the Korean peninsula," President Ramos said, declining to comment on Mr Hwang's whereabouts.

The Philippines' balance of payments surplus for February jumped 181 per cent from a year ago to \$706m. The central bank is forecasting a balance of payments surplus of \$2.9bn for 1997.

Justin Marozi, Manila

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- T.C. İ. Bank Iskenderun Branch Acc. No: 30426/1977, or  
- T.C. Yapı Kredi Bankasi Iskenderun Branch Acc. No: 2381-6

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## NEWS: WORLD TRADE

Interim report finds that EU import rules discriminate against Latin American growers

## WTO puts skids under banana regime

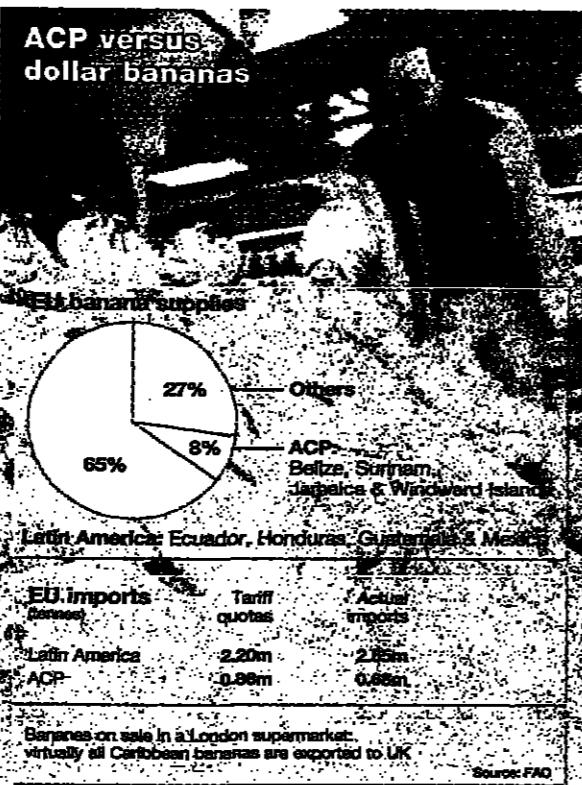
By Guy de Jonquieres  
and Maggie Urry

The European Union will need to modify its controversial banana import regime, which favours small Caribbean producer countries, if an interim report on the scheme by a World Trade Organisation disputes panel is adopted.

It emerged yesterday that the 400-page interim report broadly upholds a complaint by the US and four Latin American countries that the regime violates WTO rules by discriminating against their growers and marketing companies.

The Caribbean Banana Exporters' Association, which represents growers in Belize, Jamaica, Surinam and the Windward Islands, expressed alarm at the WTO panel's report, saying it could have devastating consequences for the countries concerned.

One trade diplomat said the report found "fundamental elements" of the regime inconsistent with WTO obligations. European Commission officials conceded the draft ruling called for changes in the regime, although they were unsure



Report's facts and arguments next month, before the three-member disputes panel issues its final ruling. The

EU could then ask the WTO's appeals tribunal to review the ruling.

The EU says its preferential trade arrangements are essential to the welfare of Caribbean islands which depend heavily on banana exports. These are sold at prices much higher than rival fruit produced in Latin American countries.

Critics, who include EU members such as Germany, say the regime is unduly restrictive and distorts markets. World Bank studies have called the regime highly inefficient, and urged the EU to replace it with more generous development aid.

The report is said to find two main aspects of the regime inconsistent with WTO rules. One is an arrangement which guarantees traditional importers of bananas from African, Caribbean and Pacific (ACP) countries 30 per cent of the total EU banana market.

One trade diplomat said abolition of the arrangement could lead traditional importers to spurn bananas from Caribbean producers and increase their purchases of cheaper fruit from Latin America.

The report also finds against an EU agreement with Colombia, Costa Rica, Nicaragua and Venezuela which effectively gives exporters in those countries higher prices than those enjoyed by other Latin American growers.

The WTO panel says that agreement should either be scrapped or extended to all countries which export bananas to the EU.

The report says the EU has acted unreasonably by setting import quotas for Caribbean producers at levels well above their maximum exports in the past. However, it does not explicitly condemn the practice as a violation of WTO rules.

The EU can take consolation from the fact that the report does not find against a two-year-old waiver which exempts the Lomé Convention - Brussels' main trade-and-aid instrument - from the full force of WTO rules. The report also backs the EU's preferential tariffs on Caribbean banana exports.

The EU's banana regime has twice been condemned by disputes panels in the General Agreement on Tariffs and Trade. The EU blocked these findings but is obliged to accept rulings by the WTO.

The EU's regime, which dates from 1993 and was extended in 1995, superseded its members' national arrangements for banana imports. Countries such as Germany, which previously had open markets, complain that the scheme discriminates against consumers.

However, the regime is fiercely defended by other EU members, including Britain which buys most of the 350,000 tonnes of bananas which Caribbean growers sell to the EU annually. Their exports account for about 8 per cent of the EU banana market.

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## Czechs agree gas deal with Norway

By Vincent Boland,  
Prague Correspondent

The Czech Republic agreed a long-term contract yesterday to import gas from Norway, achieving a key strategic aim of ending its dependence on supplies from Russia in spite of intense pressure from Moscow to extend its ties with Gazprom.

Under the deal Prague will buy up to 8bn cubic metres of Norwegian gas a year for 20 years to meet an expected surge in demand. Czechs now use about 9bn cubic metres a year, all from Russia, but this is expected to rise to 12bn cubic metres in the next few years.

The gas will be supplied by Statoil, Saga Petroleum and Norsk Hydro, starting on May 1. A final contract is expected to be signed with Transgas, the Czech importer, after both governments formally approve the deal. Some 53bn cubic metres will be supplied over the period of the contract.

Mr Vladimir Dlouhy, the Czech industry minister, said the Norwegian option, one of several the government studied, was the cheapest and met its goal of expanding the country's sources of energy supplies.

This is part of the government's strategy of weaning the country off its 50-year dependency on Russian energy. Last year the Czech Republic began importing Middle Eastern crude oil through the Ingolstadt pipeline from Germany. CEZ, the electricity utility, is completing a Russian-designed nuclear power station with Westinghouse of the US.

The Czech air force is also considering a western solution to the upgrading of its fighter aircraft, replacing Russian-built MiGs in preparation for an expected invitation this year to join Nato.

Gazprom will remain the dominant supplier of Czech gas needs but is likely to face further competition as Poland and Hungary seek additional suppliers. Statoil executives said yesterday they would be bidding for those contracts.

## Lobbies battle over EU duties on fabrics

By Jenny Luebke

Fabric makers and users around the world will today be waiting nervously as the European Union's anti-dumping committee decides on its most controversial action in years: on cotton fabrics.

The Commission has found producers in six countries - India, Pakistan, Indonesia, China, Egypt and Turkey - guilty of selling the fabric at knock-down prices in Europe.

It has already imposed hefty duties on a provisional basis. It now hopes to follow through with a formal five-year action.

But the case is riddled with anomalies.

The action seeks to protect Europe's shrinking fabric weaving sector. It is the outcome of three applications: the first two failed. This has left its backer, Eurocoton, adept at presenting its case. Eurocoton says exporters maintained sales at quota levels by holding down prices as raw material costs soared. The Commission's findings support this claim.

However, a much larger group of European producers - involved in dyeing and printing fabrics or making them into home furnishings and clothing - claim the duties threaten their future.

The two lobbies have been competing with claim and counter-claim over how many jobs will be lost.

As a result, when Brussels first recommended the action, nine of Europe's 15 member states said they would oppose it. This prompted the Commission to send out a supplementary round of questionnaires to

fabric users, but only 93 of 450 were deemed usable.

Thus, it remains anyone's guess who will suffer most.

Meanwhile, Europe is not the only source of opposition. Turkey is aggrieved that it should have been named at all. "It makes a nonsense of a customs union between Europe and Turkey to impose dumping duties on Turkish producers," said a Turkish representative.

And all the exporters contest the Commission's methods. Brussels used a mixture of pricing calculations in establishing dumping. Some excluded the highest prices charged in Europe and the lowest in the exporters' home markets.

The Commission is satisfied its reasons for doing this comply with World Trade Organisation rules. But its action highlights an added complication: the European version of the WTO agreement has dropped a sentence relating to the use of pricing calculations.

"This is more than risky," says one trade expert. "Europe is not allowed just to cut elements from the agreement." On this basis alone, lawyers for the exporters believe they have grounds to contest the case.

European weavers have been losing sales, but the sales of the named exporters have been static. If other exporters, not constrained by quotas, that have increased market share.

This argument reflects a widely voiced fear: that as Europe phases out textiles quotas under the Uruguay Round agreement, it will employ anti-dumping actions to extend or continue them.

## US to charge for use of airspace

By Leyla Boultou  
in Washington

The US is to step into line with international practice by charging foreign aircraft for flying through its airspace, the Federal Aviation Administration said yesterday.

Aircraft which do not take off or land in the US do not pay for air traffic control services, although most other countries levy a fee on operators over-flying their territory.

The FAA expects to raise \$50m a year from the move, which is due to come into effect on May 19 after interested parties have had a chance to raise objections. The authority says flights affected would include those from Europe to Mexico and through large segments of airspace in the Pacific controlled by the US.

Mr John Rodgers, an FAA official, said that user fees would affect mainly commercial airlines, which would be charged \$78.90 per 100 nautical miles for over-flying US territory, compared with

other aircraft which would pay \$4.38-\$15.78 per 100 nautical miles.

Mr Rodgers said the FAA spent an estimated \$80m providing air traffic control services for which it was not reimbursed.

Although the fees would cover these costs in the first year of the new system, Mr Mike Korens, an aviation consultant, said that more than half the money raised in subsequent years would help fund the government's Essential Air Service Programme.

The programme subsidises US airlines for operating otherwise unprofitable flights from remote locations to regional hubs, enabling farmers and other rural inhabitants to travel around the country.

Mr Korens said the new fees were not just "about fairness, because US carriers pay similar fees around the rest of the world, but a means of providing stable funding" for the domestic subsidy programme, which had suffered big budget cuts.



## PRIVATE PROVISION OF INFRASTRUCTURE IN TURKEY

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The CONFERENCE, under the auspices of the Government of Turkey is organized by the World Bank, DEİK-Foreign Economic Relations Board of Turkey and Foreign Investors Association of Turkey (YASED), and is sponsored by the Financial Times and Finans Dünyası. The Conference aims to promote the advent of private investment in infrastructural projects in Turkey and discuss privatization of Turkish institutions.

Besides plenary sessions in which investors will find the possibility to discuss with Turkish authorities the legal and administrative investment climate, the opportunities to invest, emerging projects, and World Bank's guarantees and contributions, workshops during the Conference comprising major government officials and Turkish investors will offer the investors the opportunity to discuss on specific infrastructural projects, primarily power generation, transportation, communications, marinas, and urban development projects and partnerships.

**OPENING STATEMENT**  
H.E. Necmettin ERBAKAN, Prime Minister

### KEYNOTE SPEAKERS

H.E. Fehim ADAK, Minister of State  
H.E. Ufuk SÖYLEMEZ, Minister of State  
Jean-François Richard, Vice President, World Bank  
Private Sector Development Group, World Bank  
Mr. Yavuz CANEVİ, Chairman of YASED

### AND OTHER SPEAKERS INCLUDING

H.E. Recai KUTAN, Minister of Energy and Natural Resources  
H.E. Ömer BARUTÇU, Minister of Transportation  
H.E. Cevat AYHAN, Minister of Public Works and Settlement  
H.E. Bahattin YÜCEL, Minister of Tourism

**CLOSING STATEMENT**  
H.E. Tansu ÇİLLER, Deputy Prime Minister

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## NEWS: THE AMERICAS

Latin America's economic prospects are seen as rosy if reforms continue

## Eyes light up at doubling growth

**L**atin America's social problems are such that few would argue that the region does not need fast growth. But the forecast at the annual meeting in Barcelona of the Inter-American Development Bank that the region's growth rate could double from the average 3 per cent of the early 1990s raised some eyebrows.

The prediction, by Mr Enrique Iglesias, IADB president, was slightly hedged. It depended on implementation of a new generation of reforms by governments that would allow the region's investment rate to rise from an average 21 per cent to 27 per cent of gross domestic product.

The 6 per cent growth rate implied by Mr Iglesias's forecast is still some way ahead of expectations for growth in the next two years. According to the chief economist for Latin America at the World Bank, Mr Guillermo Perry, average growth this year should be 4.3 per cent and next year 4.6 per cent, while the International Monetary Fund - factoring in a slight rise in US interest rates - is forecasting 4.5 per cent this year.

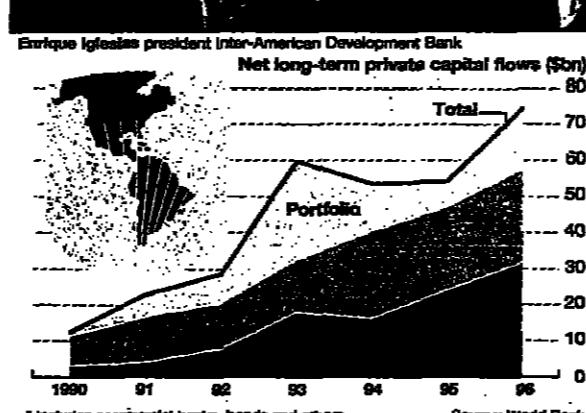
This growth, says Mr Perry, will be reasonably even across the main economies; most are forecast to

grow at between 4 and 5 per cent. A growing body of economic research from the IADB and World Bank suggests the reforms taken by governments so far to open economies and give a greater role to the market helped increase growth in Latin America by some 2 percentage points a year in the early 1990s, overtaking the average world growth rate.

There is considerable agreement among the Washington institutions about what needs to be done next. Mr Perry at the World Bank mentions five main themes:

- Fiscal strengthening. This is more than the budget adjustments of the 1980s and 1990s, but a more structural change in tax systems. A stronger fiscal stance keeps interest rates lower and "converts capital inflows into increases in investment and not consumption".
- More solid and efficient financial markets, avoiding the devastating banking collapses in the mid-1990s in some countries.
- Improving the coverage - but mainly the quality - of education and health.
- Improving the legal and regulatory environment.
- Increasing the effectiveness of the public sector.

Reforms to ease the many rigidities of Latin American labour markets were also



important but economic evidence suggested they had a limited effect on growth, he said. They would have, however, a favourable impact on the region's highly unequal income distribution by increasing the numbers in formal employment.

A growing number of countries is also acting to increase the region's inadequate savings rate through the introduction of private pension systems. However, the short-term impact on

savings is usually negligible or negative because the government has to take on extra budget responsibilities to finance those in the defunct state system.

This means that the region continues for the foreseeable future to need access to external capital and therefore remains vulnerable to a significant tightening of international liquidity. However, while there are some expectations of a rise in US interest rates as soon as next week, few forecasters see a sharp rise in US interest rates as necessary.

Even if a rise in US short-term rates is greater than the 1 percentage point that is viewed as the likely maximum, a number of factors are likely to mitigate against another Latin American crisis.

In the first place, the economic positions of the countries are stronger: there are no outlandish current account deficits and governments have worked hard to reduce the amount of short-term debt they owe. Neither is it evident that there exist the concentrations of risk among US or other institutions that built up in 1994 in Mexico.

In Brazil, which has the weakest budget and current account position, political risk is viewed to have fallen

significantly with likely passage of a constitutional amendment allowing President Fernando Henrique Cardoso to stand again. "I'm very confident about Brazil," said Mr Javed Burki, the World Bank's regional vice-president for Latin America and the Caribbean.

However, further economic reform cannot be taken for granted, as midterm elections loom in Argentina and Mexico, the institutions say. Mr Claudio Loser, director of the western hemisphere department of the IMF, said he has detected "reform fatigue" among the region's politicians. "I'm more and more convinced of the importance of investment in a social safety net and social infrastructure to make these reforms stick. We have had reforms that have been successful from an economic point of view, but there is no political support in increasing democratic societies."

"Therefore, the risk remains that they could be reversed." The cost of such social measures to increase public support, he said, would "not be that high" and could be accomplished while maintaining the principles of sound economic management.

Stephen Fidler

has been evident not only in the consumer price level but also in producer prices.

A number of explanations have been advanced: Strong improvements in manufacturing productivity, increasing global competition and continuing worker insecurity about job prospects may all have contributed.

But in the last few months there has been a clear quickening of the pace of economic growth. In the last quarter of 1996, the economy grew at an annual rate of 3.2 per cent. That momentum seems to have been carried over into the first three months of 1997, when growth seems likely to have reached at least 3.5 per cent. That rate is not one that even the most optimistic economists believe to be sustainable without provoking an acceleration of inflation.

Next week the Federal Reserve's policy-making open market committee meets to determine whether or not to raise short-term interest rates. Though the continuing evidence of very weak price inflation will weigh heavily in its members' decision, they will clearly also be anxious to ensure that growth slows in the next few months. That may require a gentle tightening of monetary policy soon.

## US coalition says 'cyberporn' law would end free speech

By Patti Waldmeir in Washington

The Internet indecency law passed last year by the US Congress is unconstitutional because it would ban free speech in cyberspace, lawyers challenging the law argued yesterday before the Supreme Court.

The nine justices of the country's highest court yesterday heard arguments on the controversial "cyberporn" case, in which a broad coalition of online service providers, libraries, publishers and free speech advocates are challenging the constitutionality of the Communications Decency Act. The aim of the law

is to protect children from sexually explicit material by regulating indecent words and pictures on the internet.

Legal experts say it is the most important free speech case in a quarter of a century, and will significantly affect not only the future of the Internet but the government's role in regulating twenty-first century forms of communication.

"The CDA bans speech. It won't be effective, and there are less restrictive alternatives that would be much more effective," Mr Bruce Ennis, advocate for the coalition challenging the law, told the court.

The Supreme Court ruled yesterday that the federal government can be sued for doing too much to protect some endangered species, writes Patti Waldmeir.

Environmental disputes across the country could be affected by the ruling, which shifts the balance of power toward property owners and away from environmental activists.

Lower courts in the US had said that those who suffered economic harm as a result of efforts to protect endangered species were not allowed to sue over how federal law was enforced.

Environmental activists Republicans came to power in Congress in 1994 fighting what they say is too much environmental regulation.

Lower courts in the US had said that those who suffered economic harm as a result of efforts to protect endangered species were not allowed to sue over how federal law was enforced.

Adults as well. "The CDA completely bans a vast amount of speech which is constitutionally protected for adults," he said, because it is either impossible or prohibitively costly to verify the age of an internet user. Under the law, anyone who places "indecent" material on the Internet - and thus within reach of children - would be liable to prosecution.

The Supreme Court overruled them.

The case involved a government decision to cut off irrigation water to farms in Oregon during a drought, to protect two species of fish. Property rights advocates were delighted. "It's terrific," said Ms Nancy Marcella of Defenders of Property Rights.

Yesterday the government's attorney, Mr Seth Waxman, said the law was needed to protect children. "The Internet threatens to give every child with access to an interactive computer a free pass into the equivalent of every adult bookstore and video outlet in the country," he said.

The case will turn largely on the effectiveness of software technologies designed to filter Internet material for children. The crux of the issue, said Mr Ennis, is "what is possible and impossible in cyberspace".

The Justices complained yesterday that this was a moving target. "Is it possible that this is unconstitutional today, but will be constitutional two days from now?" asked Justice Antonin Scalia.

The free speech coalition argued yesterday that it would be prohibitively expensive for providers of material to screen for age - principally through the use of a credit card as verification - and that this would disadvantage many groups such as libraries which seek to put works of art involving nudity on the Internet.

And the 40 per cent of material which originates from outside the US could not be controlled under the new law, they said.

# Fully covered.

On Monday, March 24 the Financial Times will publish a survey on the insurance industry.

It will analyse how cost cutting measures, in particular recent international mergers, may lead to a reduction in premiums. It will also take a look at the future for Lloyds and the London market, the effect of de-regulation in continental Europe and the eastward drive into the emerging markets. So for a fully comprehensive analysis of the insurance market, get the FT next Monday.

Financial Times  
World Business Newspaper

## Handgun fillip for LA police

By Christopher Parkes in Los Angeles

Los Angeles police, hopelessly outgunned in a shoot-out with a pair of Hollywood bank robbers this month, are to be armed with more "knock-down" fire-power.

The routine deployment of assault rifles, "make-my-day" .45-calibre handguns and shotgun ammunition the size of marbles has been approved by the city's police commission following a surge of public support for the beleaguered force.

"This is not an arms race," said Mr Raymond Fisher, police commission president, as rank and file officers celebrated the ability to "put a guy down on the first hit."

The ineffectiveness of the LAPD's standard-issue 9mm pistols was demonstrated live on local television recently as a Hollywood residential area was turned into a war zone by two bank robbers armed with automatic rifles and protected by heavy armour.

Seventeen police and bystanders were wounded as armour-piercing bullets tore through car barricades, walls and houses, while the answering fire had no apparent impact.

Police stressed the new official arsenal was not intended to kill more criminals, but to increase "stopping power" and reduce the number of shots needed to halt an armed or crazed suspect.

This, they said, would reduce the risk to innocent lives from stray bullets.

### CORRECTION

### Bahamas inflation

The 1996 inflation rate for the Bahamas quoted in the illustration on the front page of the Latin American Finance Survey in the Financial Times on Friday, March 14 1997 was incorrect. It should have read 1.76 per cent for 1996, according to official government statistics.

## Fresh drive to recycle derelict land in US

By Leyla Boultou in Washington

The Environmental Protection Agency, backed by Democrats in Congress, yesterday launched a new effort to recycle derelict land across the US with a plan to exempt developers from responsibility for contamination by a site's previous owners.

A new bill, submitted to the House of Representatives by Mr Richard Gephardt, leader of the Democratic minority, aims to circumvent a long-running dispute between Democrats and Republicans over how to reform the multi-billion-dollar contaminated land programme.

Representative John Dingell, a Democrat from Michigan who is co-sponsoring the bill, estimated there were at least 3,000 derelict sites across the country covering tens of thousands of acres of land.

Ms Carol Browner, the EPA chief who helped design the new bill, said "our goal is to encourage redevelopment by assuring potential developers... they will not be asked to clean up a problem they did not cause".

The bill was welcomed by local officials such as Mr Dennis Archer, the Demo-

cratic mayor of Detroit, a city riddled with derelict sites. He said it took "positive steps toward encouraging prospective purchasers to give real and thoughtful consideration" to joining efforts to regenerate American cities.

The bill's co-sponsors urged the Republican majority to forget partisan differences over Superfund reform in order to push through the more limited reform they are proposing. Ms Browner said communities afflicted by urban blight needed the new legislation now and "should not have to wait for completion of the much broader and more complex" Superfund reform.

Tax breaks proposed by President Bill Clinton for businesses which undertake to clean contaminated sites which they did not pollute have been held hostage to wrangles between the White House and Congress over how to balance the US budget.

## Low turnout aids former rebels in El Salvador

By Johanna Tuckman

[when President Armando Calderon Sol's term ends] said Mr Rafael Guido Bejar, a political analyst from the Central American University in San Salvador.

Mr Bejar said the only way Arena could regain credibility with the electorate was by increasing spending on health, education, housing and jobs. The government's fiscal policy will also come under pressure if the FMLN fulfills its electoral promise to push for a reduction of VAT from its current level of 18 per cent, VAT, increased from 10 per cent in 1995, is blamed for a punishing rise in the cost of living over the last year.

The FMLN is also committed to challenging Arena's privatisation programme. This would involve forcing a revision of the existing law that sets the framework for the sale of the state telephone monopoly Antel and influencing similar legisla-

tion planned for the electricity sector later this year.

The original March target date for the sale of 51 per cent of Antel to two foreign investors has already been postponed to May.

Further delays are now

"We do not want to stop the whole thing," said FMLN spokesman Mr Hugo Martinez, "just modify certain articles of the law."

Meanwhile, local analysts expect some high-profile heads in the government to fall including Mr Enrique Hinds, treasury minister.

Some of Arena's policies have upset important industrialists and the agricultural sector, said Mr Bejar. The election fallout could mean plans to reduce import tariffs on finished goods will be put on hold in order not to further antagonise big local businesses who have long operated under a protective umbrella.

## FINANCIAL TIMES SURVEY

Thursday March 20 1997

**EXECUTIVE EDUCATION**

The successful management of change is now as important for business educators as students. Della Bradshaw explains why

**New challenges in a brave new world**

In the US these days there is a new breed of employee in the human resources department. He or she has only one task to decide which management schools the company should work with.

This employee visits schools, sits in on courses and then publishes an in-house consumer guide, usually on the company's internal electronic messaging system or intranet - in much the same way as other employees publish information about health insurance or company cars.

The development reflects the three big trends in executive education.

First is the enormous proliferation in the number of programmes: increased choice from business schools, consultancies and individual training companies makes course selection a minefield.

Second, after years of downsizing, is a return to training as a means of bolstering remaining staff and gaining a competitive edge. Business schools are booming: Wharton, in the US, expects 10,000 participants on its executive courses this year; IMD, in Switzerland, expects 3,600; and London Business School will welcome a further 3,000.

Third, is a change in the way companies perceive the role of schools. Organisations today do not want to buy off-the-shelf courses, any more than they want to buy off-the-shelf computer systems. They are looking for long-term partnerships with their suppliers.

Such new credibility is not without its challenges for business educators: because companies now take them more seriously, schools are

being faced with more sophisticated demands. "Increasingly, the segment is more about how to help organisations understand what they're going to do for the next 10 years. Before, they knew what they wanted and we helped them put that in place," says Mr Colin Carnall, director of programmes at Henley Management College and Manchester Business School.

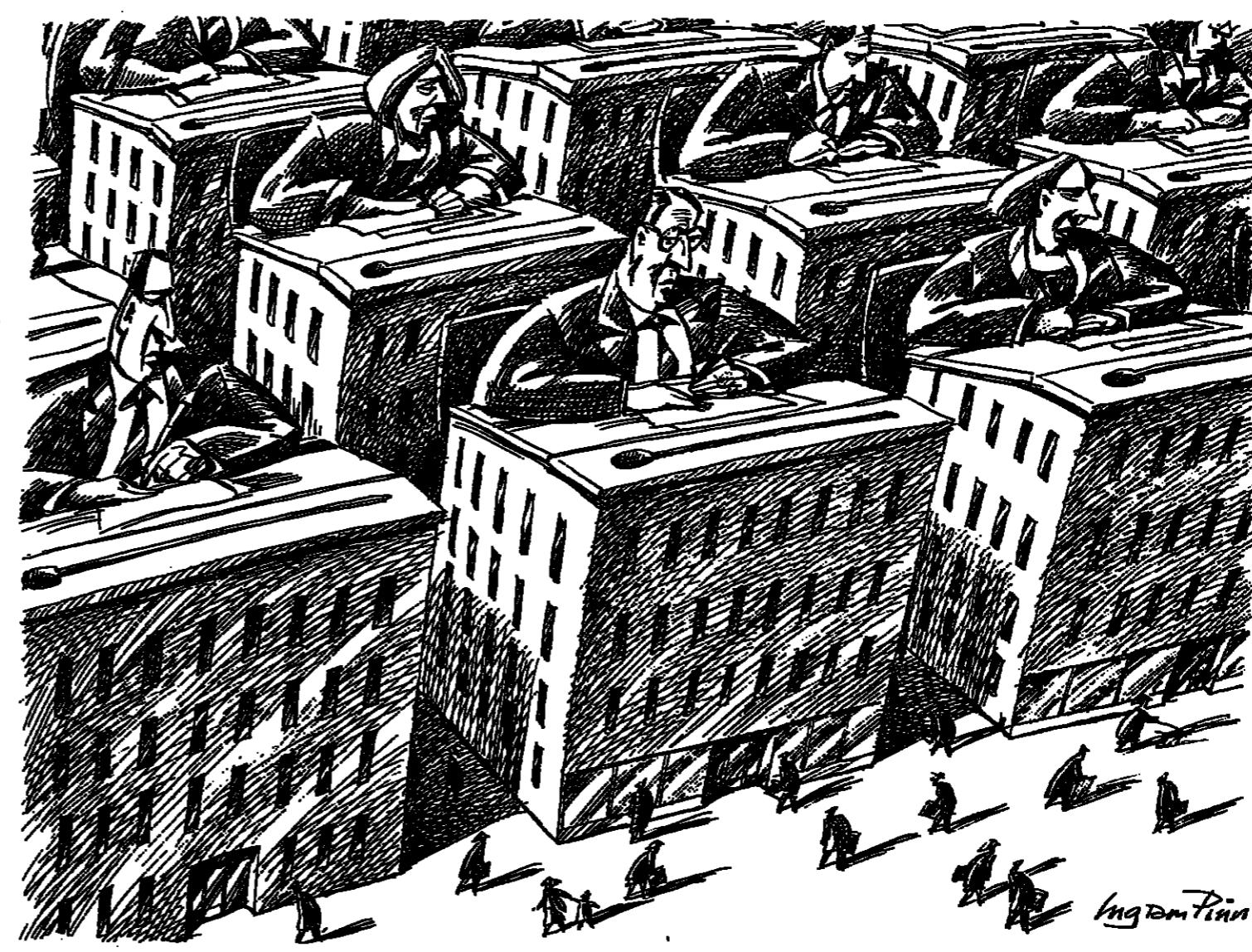
Companies too, are developing their own partnerships, creating the demand for courses across sectoral and regional groupings. The University of Michigan Business School, for example, has set up an Asia-Pacific Human Resource Partnership, where 30 companies - including traditional rivals such as GE, Philips and Samsung - meet for seminars and research briefings on human resource issues in the area.

The proliferation of courses and course types, and the increase in the number of suppliers, have meant that it is often difficult to distinguish where the future of executive education lies. "Companies tend to choose a number of business schools around the world, say eight of them, and then they choose the programmes each can offer to fit their internal needs," says Mr Sylvain Daudel, marketing and key account director for executive education public programmes at Insead in Fontainebleau.

Moreover, companies are opting for a mix of open and company-specific programmes and are looking for different business schools for different organisational levels - one to run courses for middle managers, say, and another to handle board members. Others, again, could be chosen for their master of business administration (MBA) or executive MBA programmes. And business schools are increasingly being asked to deliver joint courses.

However, some trends are clear-cut. Demand is increasing for all types of courses but particularly strong for company-specific programmes, at more than 30 per cent a year.

Company-specific courses tend to be the specialty of the smaller, more innovative business schools and individual trainers - the more traditional, larger schools, especially in the US, are still



masters of the open course.

Alongside this, organisations are looking for ways to evaluate how successful courses have been and many are working with business schools to measure the increased effectiveness of employees. Much of this work centres around a full assessment of employees before they attend a course and tailoring the material to their precise needs.

Top executives are not only more willing to take courses themselves but are also increasingly involved in determining how their managers are taught and by whom. Just as companies are becoming more discriminating in their choice of training organisations, so too, however, are employees. With the "job for life" no longer the norm - if it ever was - the issue for employees is life-long employability and the need for portable skills and qualifications.

According to Ms Alison McGrath Peirce, one of the directors for executive education at Wharton, this need has altered the way business schools view the courses they provide. "In the past, one would have thought of a corporate model. But with the shift in control we are now thinking more of an individual model," she says.

As the market for executive courses becomes increasingly international there are also language issues that need to be addressed. Many of Europe's local schools, which teach in Italian, Spanish or Greek, rather than English, are finding it increasingly difficult to attract managers who aspire to perform an international role in their organisation.

The preference of these managers is to study alongside English-speaking peers who come from a range of national backgrounds.

One of the biggest dilemmas facing business schools, however, is how best to exploit the trend towards "on-site" management education.

Management digests and reviews have traditionally been the most effective route but these days technology is inevitably playing its part. Harvard Business School, for example, is one of several using CD-Rom technology to deliver management training.

Videoconferencing is proving a popular conduit for sending information further afield, particularly to the lower echelons of management. And top executives, who come from a range of national backgrounds,

thrive on face-to-face contact with their peers.

Although technology can be used to reduce the time employees spend away from

their companies, the trend of recent years towards ever shorter courses seems to have petered out. The heavyweight advanced management courses still stand at 10 to 12 weeks, although schools such as IMD allow managers to study in two five-week chunks.

"You can only reduce the amount of time so much," says Mr Pulcrano. "One Californian company told us the maximum length for a course should be three days and should never be at the end of a quarter. But you have to question how long a company can go on renewing itself if it doesn't have executive education."

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## NEWS: UK

Rise in sterling prompts US company's adjustment to level in rest of EU

## Merck cuts price of Aids drug

By Daniel Green in London

Merck, the biggest US drugs company, is to cut the UK price of its recently launched Aids drug Crixivan by 9 per cent to bring it into line with the price in other European Union countries.

This unusual step is being taken against a background of widespread parallel importing in which drugs are bought in countries where prices are low and shipped to high-priced northern European countries. This parallel trade would be easier under a single European currency because cur-

rency translation costs would be eliminated.

The pharmaceuticals industry is campaigning against the parallel trade that has resulted from the lack of drug price harmonisation across Europe. The provisions of the single European market make this trade difficult to prevent.

Mr Per Wold Olsen, Merck's president of human health for Europe, said: "This price adjustment reflects our continued faith in the single market for pharmaceuticals in Europe and the likely introduction of a single European cur-

rency within a few years." Last year Merck announced that Crixivan would be sold at a single price across the EU.

The price cut has been prompted by the rise in sterling since then which has made Crixivan more expensive in the UK than elsewhere.

Drug prices are usually set at the time of launch in agreement with government officials. That leaves drug companies vulnerable to currency fluctuations after prices have been set.

Last year, Merck said it would try to sell Crixivan at

a uniform 9.64 Ecu a day. The company claims to have achieved this in "most" European countries.

The drug is one of a class of new medicines called protease inhibitors that work well when given as part of a cocktail of older drugs. They have been credited with reducing demand for beds in AIDS clinics.

The UK has one of the most liberal drug-pricing regimes in Europe. Companies can set prices provided their overall profits conform to a return on capital formula negotiated with the health ministry. Mr Olsen

conceded that the relatively free pricing environment in the UK made it easier to adjust prices.

He said he would seek to renegotiate prices in other countries if their currencies moved sharply. European drug pricing is a hotchpotch of different regulatory systems. Governments set prices for each drug in France, but for each class of

Many countries have negotiated how the national health service pays drugs companies. In the UK, such payment is automatic.

## Royalties agreed on works of classic authors

By Alice Rawsthorn in London

Penguin Books has agreed terms to pay royalties on books by several classic authors, including Virginia Woolf and W.B. Yeats, whose work has come back into copyright after changes in European legislation.

The agreement follows months of negotiations between Penguin and other literary publishers with the estates of the authors affected.

Work has traditionally remained in copyright in the UK for 50 years after an author's death, compelling publishers to pay royalties in that time. A European Union directive has extended the copyright period to 70 years after death from 1 January 1996 onwards.

In his latest speech in Europe about the EU, Mr Rifkind said: "Whenever we accept supranational institutions and procedures we accept a trade-off, weakening the democratic link in return for the benefits of co-operation."

He rejected suggestions that his intervention had come too late: "It amounts to saying Europe's course has been set and we must get on with it. But our continent's future is too important for that."

which seeks to reform Europe's institutions and decision-making ahead of enlargement.

Like most IGC representatives, Mr Barnier has been shrewd to expect a sea-change in policy in the event of Labour victory in Britain. But he shares the general feeling that the mood will shift toward compromise after the imminent British election. Labour is keeping itself very well informed on the negotiations, and we are giving them all the information they want from our side. Their approach is quite European."

Lionel Barber

## UK NEWS DIGEST

## Stock Exchange reform urged

A committee of the House of Commons will today demand fundamental reform in the way the London Stock Exchange is run, demanding it should no longer be owned by member companies and move to a public offering. In its second attack in 18 months on the way the exchange is run, the all-party Treasury committee will argue that the exchange cannot reflect the interests of its members or of the public as long as it is mostly run by brokerage compa-

One MP argued last night that the exchange had been "dragged kicking and screaming" towards its recent introduction of order-driven trading, and that the report called for that reform drive to be entrenched. "The stock exchange has been run for the short term interests of marketmakers rather than the maximum benefit of the London market as a whole," an MP said.

At the time of "Big Bang" in 1986, the exchange moved from ownership by individual members to individual member companies. Ownership is shared by some 318 such companies, the vast majority of which are market makers and not investment managers. *James Blitz*

### ■ UNEMPLOYMENT

#### Total is lowest since 1990

The number of people out of work dropped last month to its lowest level since October 1990. Official figures showed unemployment in February falling by 63,000 - the third largest monthly fall ever recorded - to a seasonally adjusted 1.746m. The Office of National Statistics said Britain's official unemployment rate fell from 6.5 per cent in January to 6.2 per cent last month.

But financial markets took fright at yesterday's labour market statistics because they signal a sharply tightening labour market. Average earnings increased by an annual underlying rate of 5 per cent in January, up from 4.75 per cent in December. The December figure was revised upwards by 0.5 percentage points.

Mr John Major, the prime minister, said the figures were "proof that Britain is booming". Mr Tony Blair, the main opposition Labour party leader, said they gave a false impression.

Mr Eddie George, governor of the Bank of England, the UK central bank, renewed his call for a quarter point rise in base rates from a current level of 6 per cent during his February monetary meeting with Mr Kenneth Clarke, the chancellor of the exchequer. *Wolfgang Münchau*

*Lex, Page 18*

### ■ VEHICLE MANUFACTURE

#### Truck sales elude forecast upturn

February showed no sign of this year's predicted upturn in the new truck market after nearly 30 months of decline. Figures from the Society of Motor Manufacturers and Traders, the industry's trade body, show that registrations of new trucks - commercial vehicles of more than 3.5 tonnes - fell by 18.3 per cent, year on year.

### ■ FINANCIAL SERVICES

	Jan	Feb	Jan	Feb
Bank of England	5.815	5.810	5.810	5.810
Barclays	5.815	5.810	5.810	5.810
Chase Manhattan	5.815	5.810	5.810	5.810
Citibank	5.815	5.810	5.810	5.810
HSBC	5.815	5.810	5.810	5.810
Lehman Brothers	5.815	5.810	5.810	5.810
Merrill Lynch	5.815	5.810	5.810	5.810
Santander	5.815	5.810	5.810	5.810
Standard Chartered	5.815	5.810	5.810	5.810
UBS	5.815	5.810	5.810	5.810
Woolworth	5.815	5.810	5.810	5.810
Other	5.815	5.810	5.810	5.810
Total	5.815	5.810	5.810	5.810

This brought the total for the first two months of the year to 5.815 - a fall of 26.5 per cent on the year-ago period's 7.910. The continuing sales slide is attributed partly to the knock-on effects of stricter exhaust emission standards going into effect. Overall, commercial vehicle registrations last month totalled 19,825, a 6.4 per cent drop on last February. Imports continued to take a growing share, accounting for 51 per cent - up from 50 per cent in February last year. *John Griffiths*

### ■ PAYMENT CARDS

#### Visa holders spend 25% more

The plastic card continued to gain ground in the UK last year as Visa cardholders increased spending by 25 per cent to £76.1bn (\$120bn). Although the UK is already one of the most fully developed payment card markets in Europe, the arrival of debit cards and electronic authorisation has allowed plastic to replace cheques and cash in more transactions.

The UK is Visa's largest market in Europe, with 40m cards accounting for 38 per cent of all Visa cards issued in the region. Visa debit cards were used almost twice as often as credit cards last year, but for smaller average amounts.

Debit cards were used for more than 1bn transactions, worth £45.5bn, compared with 870m credit card transactions worth £33.5bn. In Europe as a whole, the number of Visa cards rose by 14 per cent to more than 100m; spending rose to \$34bn. *George Ormsby*

### ■ GOVERNMENT BONDS

#### Warning to private investors

Private investors could soon find it harder to buy and sell UK government bonds, or gilts, Apcimis, the private client stockbrokers' trade body, warned yesterday.

Apcimis is concerned that the new gilt settlement system being introduced by the Bank of England in August will mean a number of firms will have to offer a worse level of service to private investors (dealing in gilts) than they do now.

It claims that investors selling gilts may have to wait up to 25 days to gain payment compared with a maximum five-day wait for about 80 per cent of deals at present. The new system could also push up dealing costs. Private investors account for most of the 3,000 or so gilt deals done each day, although they account for only a relatively small slice of the deals' total value. *Jean Engleham*

### ■ SECURITIES AND FUTURES

#### Firm agrees to cease business

Philip Alexander Securities and Futures, a private client broking firm, has agreed with the Securities and Futures Authority that it will stop carrying out investment business after being placed in administration. The move follows intervention by the SFA two years ago when the firm was found to have conducted business introduced by brokers outside Britain in an unsatisfactory way, including charging excessive commission. *John Cooper*

## Hosts wary of minister's EU message

Timing has cost Britain's foreign secretary sympathy

Mr Malcolm Rifkind, the foreign secretary, took his brand of "soap-box diplomacy" to the Netherlands yesterday, delivering the last of four speeches on the future of Europe.

Reaction to Mr Rifkind's call for a public debate on the limits of European integration - coupled with a longer-term partnership between European nation states - has been respectful, but tepid.

Mr Rifkind made the biggest waves in Germany, where a young reporter drew an infelicitous comparison between the sincerely held, mildly Eurosceptic views of "the Jew Rifkind" and Martin Luther hammering his heretical theses on the door of Wittenberg Castle church in 1517.

While the foreign secretary has won grudging respect for his willingness to preach before foreign audiences, sympathy has been tempered by the suspicion that the souls he really intends to convert are British editorial writers and British voters. Few failed to notice the timing of Mr Rifkind's venture into Europe, a few weeks ahead of the UK general election which will take place on May 1.

As Mr Michel Barnier, dep-



Malcolm Rifkind: defending national parliaments in EU

## Cost of tackling 'systems bomb' may exceed \$5bn, says Labour

By George Parker, Political Correspondent

A Labour government might inherit a bill of at least \$2bn (£1.4bn) to stop the public sector's computers collapsing on the first day of the new millennium, Mr Geoff Hoon, the party's shadow technology minister, warned yesterday.

Mr Hoon said the Conservative government had done virtually nothing to prepare for the problem known as "millennium meltdown", where computers cannot cope with the 2000 dateline.

"Programmers will also be heavily involved in preparing systems for economic and monetary union [EMU] at exactly the same time, whether the UK is involved in the first wave or not," he

said. "We foresee a very considerable budgetary deficit for the UK - there needs to be a degree of urgency which this government has not yet displayed."

The Labour party believes the government has deferred spending on the problem, calculating that the burden could be passed on to a new administration. Mr Hoon told an information technol-

ogy seminar organised by Cap Gemini, the computer services company, that the government had talked a lot about the "millennium time-bomb" but had done little to tackle the problem.

Mr Ian Taylor, technology minister, told the meeting the government was ahead of its European counterparts in addressing the problem, but admitted: "With hind-

sight, we might have started earlier. There will be an over-demand for computer programmers, and that will have an inflationary effect, but there is no point in me saying that 2000 and EMU won't happen."

Mr Taylor has been praised by many in the computer industry for raising awareness of the problems which will arise on January 1, 2000. Many computers are unable to recognise a year ending with two noughts and will crash.

Other European governments and some ministers within the UK government have not shared Mr Taylor's enthusiasm. UK government departments have been required to complete audits of their systems by October and Mr Taylor said he was determined to finish a programme of corrective work by December 1996. "The century date change has serious financial and business implications," he said.

He thinks East Anglia far

more suitable from a geographical point of view. "There are shallow coverings of sediment at the sur-

face of basement rock which might be suitable for a repository," he said. However, he said that a decision to place a nuclear dump there could prove deeply unpopular for environmental reasons.

"In principle, the best place to dispose of radioactive waste is in salt deposits," said Professor Smythe. He has carried out research into offshore sites of this nature but found the idea unworkable because of practical difficulties with the site. A similar project on shore would be fraught with political difficulties.

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more suitable from a geographical point of view. "There are shallow coverings of sediment at the sur-

## More artists to issue bonds, firm predicts

By Edward Luce in London

Bonds issued by artists, musicians and others in the "intellectual property" business will become increasingly common, says a report today from Arthur Andersen, the accountancy firm.

As the economy moves from traditional manufacturing towards the production of less tangible goods such as biotechnology, software programming, script writing and brand imaging, companies will have to find new ways of raising capital, it says.

One of the most cost-effective is to "securitise" their intellectual assets or to issue debt backed by future earnings from their intellectual property assets.

David Bowie, the British rock musician, recently pointed the way with a \$55m

"Bowie bond" in the US. The 10-year bond, which will pay an annual coupon of 7.9 per cent to investors, will be serviced by the income stream from the rock star's music copyright portfolio.

The report says there will be no limit to what can be packaged in debt form once the financial markets become accustomed to intellectual securitisation.

Examples include Calvin Klein, the US fashion designer, which recently took a \$55m securitised loan backed by the royalty payments from its perfume sales.

But the authors warn that it can be difficult for companies to evaluate accurately assets such as brand names or intellectual licences. Accounting bodies are trying to establish a standard measurement.

were too near population centres like Manchester."

Dr Patrick Green, senior nuclear campaigner for Friends of the Earth, the environmental pressure group, thinks scientific understanding in the area of waste dumping must advance considerably before any proposal is reconsidered.

"Disposal is off the agenda for at least 35 to 40 years," he said. "Both the Royal Society's and our evidence has said that there is at least 10 years worth of generic science that needs doing."

He favours alternative measures to deal with the "mountain" of radioactive waste in Britain. "We need to look at interim management operations," he said.



Splendid isolation? The facade of London Business School, which runs a consortium for five UK companies and believes that "peer exchange" is essential for the senior manager

CONSORTIA • by Della Bradshaw

## Today Paris, tomorrow the world

**Participants in consortia increasingly come from diverse regional bases**

There are few business school fashions in which European schools lead their North American counterparts. But one is consortium programmes.

From London to Paris and beyond, consortium programmes are being promoted as a formula that combines the best elements of both customised and open courses. Like open enrolment courses, they bring together executives from different companies, promoting peer-to-peer learning; like tailored programmes, they suit the specific needs of the companies involved.

The common interest in a consortium can be a management topic, such as developing potential leaders, or an industry sector. Instead in Fontainebleau, for example, runs one consortium programme for a dozen European banks and another for insurance companies.

This combination of peer-to-peer learning and issues of critical relevance to the company makes consortium programmes particularly appropriate to senior managers, says Mr Paul Geroski at London Business School. "The more senior you get, the more you need peer exchange," he argues.

Mr Geroski designed an executive development programme at London Business School for a consortium of five companies: Marks & Spencer, British Airways, BT, Lloyds Bank and Vauxhall Motors. M&S was the initiator of the course, which focuses on management development for individuals who have spent their whole career with one company.

Their much-trumpeted virtues should not, however,

obscure the fact that consortium courses can be problematic. According to Ms Liz Bridge, client manager at Cranfield University School of Management, the initial difficulty is finding a group of like-minded companies. She says that while Midland Bank and Royal Insurance were setting up a group that Cranfield runs for nine UK-based companies they talked to some 50 organisations and numerous business schools.

Once the consortium was set up and the course designed, however, the programme developed a momentum of its own. "At the end of the day it's about the quality of the relationship you form," says Ms Bridge.

According to Ms Robbie Henley, business development manager at Henley Management College, commitment from the top management in the company is the other crucial factor.

This is particularly relevant to programmes that

include site visits. Members of the M&S consortium, for example, must visit each other's companies. "The site visit really has to work," says Mr Geroski. "High-level support is essential."

The LBS scheme comprises five companies that each take part in the five modules. The Cranfield programme, on the other hand, caters for nine companies that participate in different elements of the course as required. Ms Bridge believes other companies could be added to the nine and that there is scope for further expansion.

Two recent developments in the consortium approach are international consortium programmes - LBS, for example, runs an international programme for six companies including BT, Lufthansa and ABB - and the transfer of the concept to the MBA market.

The International Masters Programme in Management

(IMPM), masterminded by the Canadian veteran management thinker Henry Mintzberg, is intended to bridge the gap between traditional executive MBAs and in-house courses. The taught element of Mintzberg's course comprises five modules of two or three weeks each on one of five different campuses - Lancaster in the UK, McGill in Canada, instead in France, the Indian Institute of Management in Bangalore and Hitotsubashi University in Japan.

IMPM is marketed to individual companies - such as Alcan, Bombardier, BT and the Royal Bank of Canada - which then send a handful of students on the programme.

Henley has been running consortium MBAs since the late 1980s. Forty three companies have participated and about 24 take part regularly, each sending between five and eight people.

The University of Michigan Business School is one

## Catering for action manager

**Courses without direct practical relevance alienate many chief executives**

When Mr Amin Rajan, a business consultant who runs the Centre for Research in Employment and Technology in Europe (CREATE) interviewed some of the UK's most prominent business leaders recently, he discovered a widespread mistrust of academic disciplines.

The chief executive of one insurance group declared: "I've never been on a management education course. And I'm proud of it."

Mr Rajan found that many of the business leaders had scant regard for off-the-job courses. In his report, *Leading People*, he quoted an investment banker who said: "Books and courses rarely get inside the heads of high flyers. They need face-to-face learning encounters with immediate feedback."

A banking chief executive believed: "Traditional management development programmes cannot produce leaders. They present new concepts and raise awareness. That helps. But they cannot produce the 'soft' skills which are the raw material of leadership."

In response to such observations business schools are increasingly tailoring courses for top executives to specific organisational and individual needs.

Sometimes the tailoring is so fine as to be personal tuition. Courts Consulting Group specialises in one-to-one customised coaching for chief executives. "We discovered that at that level there is a growing demand for coaching that is geared to the needs of the executive. They want it customised and they want it work related," says Mr John O'Brien, director of executive development.

The coaching sessions are confidential and held away from the office. "It is very difficult to express vulnerability in front of contemporaries or subordinates," says Mr O'Brien.

The changing needs of management have also led to a rethink about the content and structure of top management courses in the established business

schools. London Business School has been running its senior executive programme for more than 30 years. In that time, the course has evolved into a forum where senior executives exchange ideas.

The course work is designed to act as a catalyst for thinking and discussion, using various models and projects.

A similar approach has been adopted by Cranfield School of Management. Mr Murray Steele, Cranfield's head of strategic management, runs week-long courses for chief executives. These focus on practical exercises that give the executives something tangible to take back to the office.

"Our work is focusing more and more on the individuals and their organisations, setting aside scheduled time where people can apply what they have learned to their own organisations," says Mr Steele.

He adds that chief executives value the opportunity to stand back and look at the businesses. "It's like coming up for air. It allows them to escape the day-to-day pressures and paperwork. In some ways it is self-administered consultancy," he says.

At Cranfield, the executives use business topics such as managing change, strategy and leadership, to prepare presentations that they can give to their organisations on their return. By the end of the week they are expected to have collected four or five presentations to put to their board.

"They go away with a clear action plan that identifies the problems and what needs to be done," says Mr Steele.

This is not to say, of course, that business schools have abandoned theoretical studies. Rather that they have refined them for a changing world. Wharton has developed its Directors' Institute, a particularly dynamic simulation exercise that it describes as a "living case study" programme. The programme puts participants on the board of MegaMicro, a fictitious manufacturing and servicing company.

The two-day course simulates at an accelerated pace the issues and events that a board will face in a business cycle.

**Richard Donkin**



Home-page work: students can download projects from Web sites

Students should be prepared to put in 20 to 30 hours of study each week.

Despite the challenges, global MBAs are lucrative for the US business schools. Participation is not cheap. Fuqua's executive MBA programme costs about \$82,000, for instance - not including air travel to the five sites. Yet foreign companies seem willing to pay the high

prices. "There are some strong business schools in Europe, but in Asia, South America and Africa, we have the impression there is a real need for US-style management instruction," says Mr Snyder of Michigan's business school.

"The latest technology is now letting us fulfil that demand."

EXECUTIVE MBAs • by Victoria Griffith

## An e-mail from America

**Thanks to new media, the top US schools can now 'export' their courses**

American business schools have long perceived a strong demand for their executive MBA programmes overseas. Now, technology such as the Internet and video-conferencing is allowing them to go after the market in earnest.

By hooking up students and professors through e-mail, "chat rooms" and video links, US business schools are creating virtual programmes to allow MBA students to pursue a degree largely from home. That suits their employers, who want to keep them at work through their studies.

The multimedia explosion of the 1990s has driven the launch of a number of international programmes. Duke University's Fuqua School of Business welcomed its first class of "global executive MBAs" last May. In a daring move, Dartmouth's Amos Tuck School allied with the Hanoi School of Business in Vietnam to offer an executive MBA last year. The University of Chicago started a Barcelona-based degree in

1994, and the University of Michigan's international MBA programme is in its fifth year. Northwestern's Kellogg School has just begun a joint venture with Germany's Koblenz School.

Executive MBA programmes appeal strongly to companies wanting to provide extensive business training to promising mid-level managers while keeping them at work - at least part-time. Before the multimedia revolution, pure logistics prevented many overseas managers from pursuing a US degree.

"It's only with e-mail and teleconferencing that we can bridge the gaps to our next physical meeting," says Mr Edward Snyder, assistant dean at the University of Michigan's business school. The Fuqua School relies heavily on the Internet, sponsoring a password-protected site on the Web, where students can download assignments, exchange ideas in a "chat room" and review professors' lecture notes. The University of Michigan says it prefers video conferencing as a vehicle for lecturing and classroom discussion, but makes extensive use of e-mail.

However, organisers of the

programmes say technology cannot completely replace face-to-face contact. "There's a lot that you just don't get from long-distance contact," says Mr Robert Hamada, dean of the University of Chicago's MBA programme. "Professors in an actual classroom can sense when students are engaged, lost, frustrated or bored. You miss that when you're not eyeball-to-eyeball."

Students may also miss the different perspectives that colleagues from different countries and industries can bring.

For that reason, most of the US schools require some physical togetherness. The University of Chicago gets everyone together in Barcelona for two-week stretches every couple of months. The Fuqua programme meets in five different centres during a 14-month period: students fly to São Paulo, Brazil; Salzburg, Austria; Hong Kong; Shanghai, China; and Duke's campus in Durham, North Carolina. The programme is designed to expose students to a wide variety of cultures. The experience usually lasts less than two weeks but attempts to make up in breadth what it lacks in depth.

This kind of learning

clearly demands a lot of organisation. American business schools say putting together effective programmes is not always easy. Sometimes the technology simply doesn't work. Exotic locations may have limited telecommunications and cable facilities. Other times, faculty and students are inexperienced with the media and have trouble using them. Distance can make it difficult to spot trouble early on, moreover. If students are failing to keep up with the coursework, the problem may not be detected until quite a late stage.

One of the biggest challenges, say the schools, is gaining the necessary time commitment from degree candidates and their employers. "US corporations seem to have a little better understanding about foreign corporations than about the amount of time involved," says Mr Richard Popovic, dean of executive education for the University of Rochester, which runs programmes in Holland and Switzerland. "That's probably because we've been doing this longer in the US. It's hard to get the point across that this is not just something you fit into your lunch hour."

Most US schools say stu-

dents should be prepared to put in 20 to 30 hours of study each week.

Despite the challenges, global MBAs are lucrative for the US business schools. Participation is not cheap. Fuqua's executive MBA programme costs about \$82,000, for instance - not including air travel to the five sites. Yet foreign companies seem willing to pay the high

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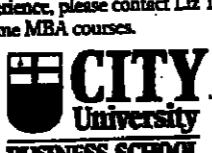
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## II EXECUTIVE EDUCATION

CUSTOMISED COURSES • by Victoria Griffith

# Short, sharp and specific

**Why tailor-made training now appeals to more business schools and companies**

When top executives at the hotel chain Hyatt decided they needed a little extra management training a few years ago, the company opted for an increasingly popular approach: it asked Kellogg, the business school of Northwestern University in Chicago, to devise a two-week bespoke programme.

Kellogg created a course in marketing, finance and strategy to help the group's managers through a big expansion drive. "Sending them to courses at places like Stanford and Harvard in drabs and drabs would take too long," Ms Wendy Strachan, head of human resources at Hyatt, explains. "We needed a big, immediate impact, and I think we got it."

Kellogg trained 60 Hyatt executives - 30 last year and 30 in February.

Corporate demand for tailored courses is growing, and established business schools are overcoming their distaste for them to cash in on what is an increasingly lucrative market.

"Kellogg got in this business early on, but a lot of business schools didn't like the idea," says Mr Kenneth Bardach, associate dean of Kellogg. "They thought it made for fuzzy lines, turning academic institutions into consultants. Now, there's so much demand, and it's so profitable, everyone is getting into it."

Virtually all the top-tier US business schools and a good many of the second-tier schools now offer such pro-

grammes. Boston College runs courses for the computer group Lotus Corporation, MIT has set up a programme for pharmaceuticals group Johnson & Johnson, and Kellogg now runs tailored courses for about 25 corporations a year, including the oil group Mobil, the French bank Societe Generale and the accountants Ernst & Young. Columbia University's business school has put together programmes for the accountants Deloitte & Touche and the Bahrain Institute of Banking and Finance.

Business schools say they now see the programmes as having non-financial benefits as well. "It gives our professors hands-on experience in coaching executives," says Ms Carol Dressler, head of executive programmes at Stanford. "And that keeps them in touch with corporate educational needs."

Some reticence remains, however. Harvard Business School, while admitting it runs a few customised programmes a year, declined to discuss them.

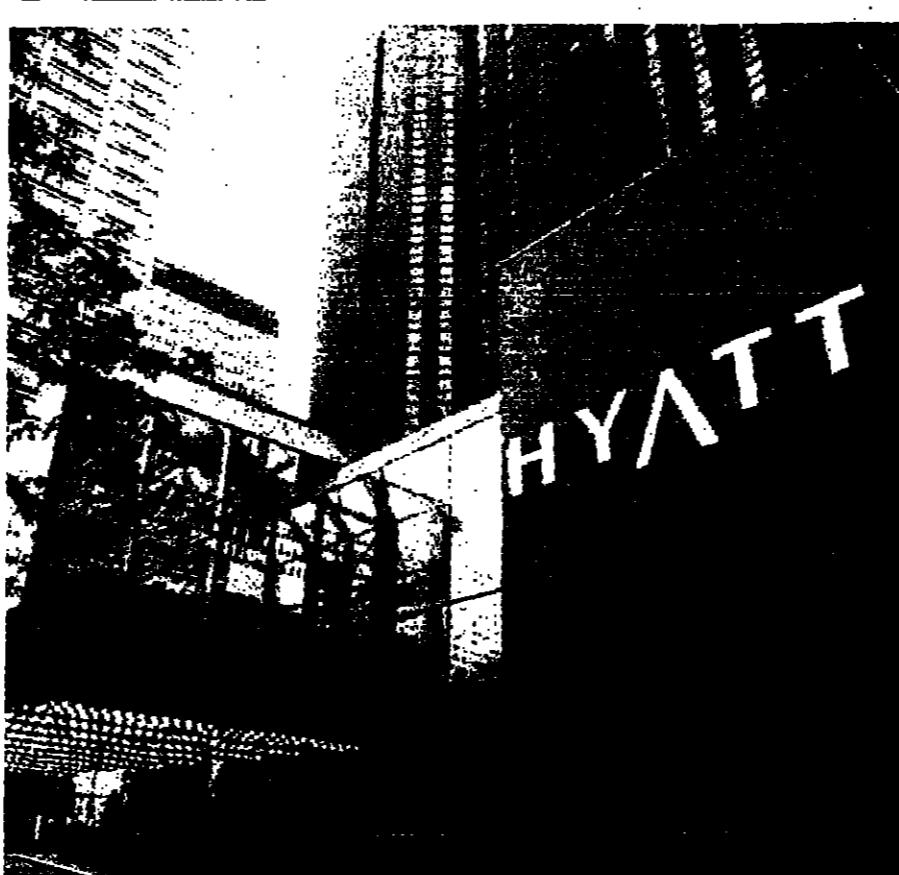
Whatever the attitude of some academics, demand seems likely to grow. Like Hyatt, most corporations opt for a customised course because they feel it will make a larger and more immediate impact on the organisation. "It's a critical mass issue," says Ms Marie Eiter, who runs the programmes for the Amos Tuck School, Dartmouth's business school. "If you can put 30 senior managers on the same wave length, you've really got something."

Tailored courses focus on specific needs. Johnson & Johnson, for instance, paired up with the MIT's Sloan School of management to

create a programme for its top information systems personnel. In a five-day session, MIT professors stimulate managers to think of ways to cut costs and development times for information technology. The programme uses case studies to look at how other organisations have handled similar challenges and discussion follows on how to apply the principles to Johnson & Johnson. The five-day programme, dubbed the Information Management Institute, has been used to train more than 500 managers over the past two years.

While most corporations want managers to come up with specific solutions for company problems during the courses, professors may need to steer clear of too particular and prescriptive an approach.

"When you're trying to give managers a fresh view, you need to take them out of their box, get them to look at something completely different," says Ms Dressler.



Warm reception: the Hyatt hotel chain is convinced of the virtues of the bespoke course

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"When you're trying to give managers a fresh view, you need to take them out of their box, get them to look at something completely different," says Ms Dressler.

Mr Strachan of Hyatt agrees. "The first year, we looked at hotel industry examples and everyone got so bogged down in their own experience that they couldn't see the point the professor was trying to make."

This year, the Hyatt course was organised differently, using case studies from other industries. One of the most useful for Hyatt, according to Ms Strachan, was the example of People's Express, a US airline that founded when its operational sophistication failed to keep pace with its expansion.

Tailored sessions offer other advantages. Unlike open enrolment courses, which are usually held over the summer, they can be scheduled for the time that suits the company best. Managers can opt to speed up the pace to minimise time away from the office, often attending classes late into the evening and at weekends. This makes location an important issue. Whilst most organisations say too many distractions make it unwise to run courses at company headquarters, they prefer the convenience of sites relatively close to home base.

The need for secrecy is another factor behind the popularity of the tailored sessions. Contact with executives from other industries may enrich an open enrolment experience but it may also inhibit frank discussion about problems and applications.

For lots of people, however, it is the ability to attack a subject of immediate relevance and to do so in a short space of time that appeals most.

"Open enrolment courses offer reward over the longer term of an executive's career," says Mr Arnold Trillet, who organises the information management sessions for Johnson & Johnson. "But for a big impact over a very short time period, you can't beat the tailored courses."

The global market means managers are again turning to generalist programmes

noticing this," says Mr William Pietersen, associate dean at Columbia Business School in New York.

One of the biggest advantages of the longer general management courses - such as the Ample (advanced management programmes) run at Harvard, Stanford or Wharton in the US or Oxford in the UK - is that the participants are from around the world. At Wharton, for example, 70 per cent are from outside the US.

Such advanced management programmes are typically 10 or 12 weeks in length, underpinning another recent theory that most



Harvard: its generalist courses offer multicultural perspectives

executives are only prepared to attend courses that last two or three days.

Mr Richard Ormerod, director of executive short course programmes at Warwick Business School in the UK, says that a further reason for growth in open courses is that companies

now realise that, having

slashed away layers of management, they have to motivate the staff that are left.

Mr Sylvain Daudel, marketing and key account director for executive education public programmes at Insead, in Fontainebleau, concurs: "A number of companies are now beginning to believe what they have written in their annual reports over the past few years - that they need to invest in their people."

Mr Daudel also believes there is latent demand for training from employees and that commercial pressures are forcing the investment. "Competition is increasing from fierce to extremely severe," he says.

Another factor promoting the growth in open enrolment courses, says Mr Daudel, is that they are becoming more relevant to what companies need. Courses in negotiation techniques, mergers and acquisitions and deregulation are proving particularly popular internationally.

The need for greater relevance is also being met by changes in course structure. At Columbia, for example, "action learning" - the latest buzz-phrase - means that students are expected to bring a specific problem from their company into the classroom and leave the course with a clear action plan.

The University of Michigan business school has introduced a course in the management of critical issues that tread a similar path.

Wharton has introduced an element of mass-customisation on its courses. Sixty per cent of its mergers and acquisitions course, for example, is compulsory for all participants but the remaining 40 per cent is made up of a series of options chosen by students.

According to Mr Pietersen, the end product has to be one that brings tangible results. "Organisations are looking for redeemable results. It's no longer good enough to go along because it's a nice environment," he says. "Those days are gone."

A similar urgency is expressed by Mr James Putrino, director of marketing for executive programmes at IMD in Lausanne. "If executives are coming in for 10 weeks we can't waste five minutes," he says.

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INTERACTIVE LEARNING • by Victoria Griffith

John Cleese has endured as the star of such videos as *The Unorganized Manager*, but is now part of a much wider repertoire

Video Arts

## And now for something a little bit different...

**Training aids have come a long way from the 1970s off-the-shelf video**

"Ever since audiences laughed at the antics of British actor John Cleese in his early 1970s management videos, off-the-shelf products have been an integral part of many corporations' training programmes. But that is all changing as demand grows for tailor-made, solution-oriented training."

Multimedia is giving management-product companies new tools to meet the training challenge and interactive compact discs are expected to be the fastest growing slice of the market. Already, sophisticated management simulations are available that allow players to be chairman or president for a day, in charge of imaginary companies.

Video Arts, producer of the Cleese videos, presents compact discs in a course-like format, taking players through lessons on subjects such as dealing with customers, looking at balance

sheets, and obtaining favourable job reviews. "Players" are invited to answer questions by clicking on a choice of responses. The disc then explains why the answers are right or wrong.

"There's a really big future in the interactive compact disc market," says Ms Ann Boland, general manager of Video Arts. "They're becoming more and more sophisticated, with video segments and great audio, and they're offering a truly rich experience."

The big attraction of compact discs for staff is that they are extremely engaging. For makers, they offer the huge advantage of being easily adapted to suit a company's specific needs.

MicroWorld, which produces compact disc training courses, recently took an off-the-shelf case study on the now-defunct People's Express Airlines and rewrote it for the Venezuelan oil group Petroleos de Venezuela (PV).

The People's Express compact disc describes the crisis the airline faced when its numbers of trained personnel failed to keep up with rapid expansion. Mr David

Kreutzer, chief executive of MicroWorld, explains: "The guys at PV said 'Hey that's the same problem we're having'. I had to change a few variables - passenger miles became barrels of oil and airline attendants became oil workers, but it wasn't like starting from scratch."

The ability to customise existing products may be a boon to an industry that has been struggling to find a balance between producing generic material and meeting companies' specific demands.

"There is some market for off-the-shelf stuff, but mostly, companies want videos that are specifically relevant to them," says Mr Louis Quast, head of training and development for PDI, a management video producer. "The new multimedia technology may make our lives easier by allowing us to splice various clips into different scenarios."

While multimedia will probably help off-the-shelf producers carve their niche in executive training, corporations say they will continue to rely primarily on programmes created in-house or tailor-made for

them by consultants.

Mr Terrence McGuinness, manager of training for the fund manager Scudder, Stevens and Clark, says: "We use commercially available products sparingly in our training courses, and when we do use them, it's usually a small part, put into the context of a larger course."

"We may do an off-the-shelf simulation, or see a video, but then we'll spend a long time in a classroom-like situation talking about how it relates to our company, to the issues facing us specifically. After all, our corporate culture, our needs and challenges, are unique, and can't be addressed by a one-size-fits-all programme."

Despite tough market conditions, training managers say the supply of off-the-shelf products does not seem to be slowing. "We are so inundated with stuff, we wouldn't possibly have the time to review it all on our own," says Mr Jerry Abaranil, head of training for the State Street Bank in Boston. "We have to rely on critiques of products in the trade press, and we have built up a relationship with a few reliable producers."

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## IV EXECUTIVE EDUCATION

MANAGING MORE THAN MONEY • by Victoria Griffith

# The high value of low profits

Why charities and the public sector now form important parts of MBA programmes

At Dartmouth's Amos Tuck School of Management, 42 per cent of students signed up last year for a course in how to run non-profit making organisations. Harvard Business School (HBS) now requires students to complete a non-for-profits section before graduation.

One of Wharton's most popular courses is entitled "Management of the Cultural and Performing Arts". Yale's business school offers a special degree in non-profits. Since most top-tier MBA programmes estimate that less than 10 per cent of their students will actually work for a non-for-profit organisation, why is interest so keen? The answer, say academics and managers, is the growing link between charities and the public sector and private enterprises.

Once content to hand over large sums to pet causes, executives today are demanding more control. Company managers sit on the boards of non-for-profits and encourage their own workers to be volunteers. They may even tie their products to specific charities: American Express, for instance, runs a programme that donates a few cents on every dollar charged to the hunger relief group, Share Our Strength.

MBA graduates can now expect to have close contact with a charity at some point in their careers. According to a study by Professor James Austin of Harvard Business School, 81 per cent of HBS alumni report cur-

rent involvement with a non-for-profit organisation. Although participation for international students is below that of Americans, it is, says Mr Austin, still strong.

"There's much more interaction between charities and private business than there used to be," says Mr William Shore, who heads Share Our Strength.

Since they may one day be expected to act as advisers to non-for-profits, managers want to understand the way they are run.

While non-for-profits – particularly universities, hospitals and museums – have much in common with traditional businesses, academics say there are key differences.

"A company never aims to put itself out of business," says Mr James Thompson, who heads the public management programme at Stanford University's business school. "But charities often do. The aim of an anti-poverty organisation is to no longer be a charity."

Also, measuring the success of a non-for-profit is much more difficult than it is in the private sector. "The numbers are more subjective," says Mr Austin of HBS. "If you give 20 kids a scholarship, is that a success? That depends. How many were you planning to put through university, and how did they do at university? It's very nebulous."

Then there is the question of how to motivate unpaid staff. One of the greatest challenges for managers of non-for-profits is making sure volunteers feel useful. Since many crave social interaction, orchestrating social contact may be important.

To help students under-



Links between charities and companies such as Timberland have fuelled interest in non-for-profits

stand these concepts, most MBA programmes use traditional case-study methods. By so doing, they can also demonstrate much about the benefits to the businesses involved.

HBS students, for example, examine the partnership of City Year, a community action programme for inner city youth, and the footwear and clothing manufacturer, Timberland. Timberland's involvement with City Year is so close that it donates clothing – "uniforms" – to the organisation's volunteers, and has even launched a commercially available "City Year" clothing line.

"Partnerships work best when the company has something to show for its commitment in terms of its own bottom line," says Mr

Hassel McLellan, dean of the business school arm of Boston College. Involvement in a non-for-profit can enhance a company's image, boosting demand for its products and improving employee morale.

Partnerships and private sector advice are becoming more useful to non-for-profits as they set up commercial enterprises to fund their activities.

The Boston Public Library, for instance, has set aside a half of its historic building for use as a commercial tea room and expects to benefit enormously from the profits. Churches in city centres are opening art galleries and cafés. Museums have long depended on in-house shops to raise money. Because the commercial side of non-for-profits is becoming more

important, their staff increasingly have professional qualifications. The United Way of Massachusetts, which works with inner city youth, says over half of its staff now has MBAs.

"That certainly wasn't true a decade ago," says a spokesperson.

Whether they end up running a non-for-profit, or simply offer advice from the sidelines of the private sector, MBA graduates can probably count on some involvement. "It'll probably pay off," says Ms Jean Donnelley, a MBA student specialising in the area at Boston College. "But even in the private sector, my studies in non-for-profits will come in handy."

APPLYING THE THEORY IN PRACTICE • by Richard Donkin

## Many unhappy returnees

Participants can find life back in the office hard. A new Cranfield study reveals why

One of the biggest problems for executives who attend management development courses is applying the theory back in the workplace. The assimilation of management ideas and techniques within the employing organisation, therefore, is beginning to attract increasing attention from management schools.

Cranfield School of Management has just completed a body of research. It followed the progress of about 90 individuals through four of its general management programmes and contacted them afterwards to discover how they applied their new skills and how they were received by other staff when they returned.

Ms Sally Atkinson, a lecturer in organisational behaviour, and Mr David Butcher, senior lecturer in management development, undertook the study. They say the research is important for modelling future courses and for identifying competencies necessary to put management theory into practice.

They term the requisite underlying personal skills "meta-abilities". In order to define them, they asked course attendees to complete questionnaires between six months and 15 months after they had returned to their companies.

Some found the return to work difficult. Typically, they had little support from colleagues. One returning manager referred to the "dinosaurs at the top" who were not prepared to change.

It was common for managers to change roles in the six

months after they completed the programme and this brought a continuity problem: in some cases, their new boss was not in a position to have a clear view of their performance and needs.

The relationship between the course attendees and an existing line manager could be far from supportive – sometimes there was active competition.

Often the reaction from line managers amounted to little more than indifference to the course input. They saw their role as administrative, one of going through the mechanics. Some had too little understanding of the principles behind management development and learning.

One of the biggest problems for returning managers was feedback from colleagues. Every manager on each of the programmes leaves with a personal action plan to provide the focus for what he or she needs to achieve at both a personal and organisational level.

Managers said in the study that they found the personal level of the action plan easier to accomplish because it was within their control.

Not all ran into brick walls, however. One said he had received "tremendous support and encouragement from my manager" and had found an increasing willingness among his team to challenge and discuss issues.

Additionally, his managing director was open to new ideas regarding organisational structure and strategy.

One manager felt less isolated because his peers and immediate supervisor had attended the same or similar programmes as understood what he was trying to achieve.

The research team concluded that one of the most

SEMINARS AND BRIEFINGS • by Vanessa Houlder

## Group therapy for business leaders

If it's lonely at the top, meeting your peers can help. A look at the role of discussion groups

The idea that even top executives need to update their skills is becoming increasingly fashionable. But most senior managers find it hard to wrench themselves away from their desks to attend a course.

There is, therefore, a growing interest in short briefings and forums as way of keeping in touch with the latest management ideas.

Business schools go some way to fulfilling this demand. For example, Templeton College at Oxford and the Anderson Graduate School of Management at UCLA in Los Angeles are setting up biannual Oxford-UCLA Global CEO briefings. About 40 executives will be invited to attend the meetings, which will include faculty presentations and last a day and a half.

On the whole, however, business schools tend to have an ambivalent attitude to very short programmes. London Business School, for example, avoids them, citing its aim "to create long-term relationships both with individual managers and organisations who participate in the school's programmes and courses" as the reason. Its shortest open programme is "Competing for the Future", a two-day course with LBS's leading strategy specialist Gary Hamel, costing £3,250.

Making up for this business school resistance are briefings run by consultancies and conference organisers. CSC Index, for example, offers a Senior Management Interchanges programme – a series of meetings "designed to expose sponsors to the latest thinking on business and management issues". Featuring discussions with leading management theorists, the

meetings are held in various locations in the US and UK.

Another example is Linkage, a Massachusetts-based company that runs conferences, seminars, workshops and other educational programmes. It is holding a two-day course on "global leadership development" in May, which will include presentations from academics such as Sunantha Ghooshal and Nancy Adler, workshops and "interactive problem solving sessions".

The idea of listening to leading management theorists will appeal to some managers. But many will find formal lectures and presentations irrelevant.

"The term executive education switches people off," says Mr Nick Holley, director of management development at Lex Service, the

Instead of a lecturer, there is a facilitator who steers discussion

automotive group.

Mr Holley criticises schools for talking in academic generalisations that are unrelated to the managers' own business. That said, Lex occasionally uses Instead's five-day Avira or six-week Advanced Management Programme. According to Mr Holley, these courses stand out "because of the quality of the networking".

Doubts about the relevance of formal lectures and presentations have fuelled demand for courses that focus on the interaction of participants. Instead of a lecturer, the course is likely to have a "facilitator" who brings the executives together and helps steer discussions. Meetings of this kind trade on the theme that it is "lonely at the top" and

that chief executives have no-one to talk their ideas through with.

The Action Learning for Chief Executives course run by Ashridge Management College in Berkhamsted is described as "a supportive and confidential forum" in which to "review current practices and formulate new ideas". Ashridge says that the programme is an opportunity to discuss issues with colleagues who understand your problems but are not part of your company. Each group devises its own timetable and subject matter, although everyone brings specific issues to the sessions. The forum, which costs £3,500 for five full-day meetings, is run over nine to 12 months.

A related concept underlies The Executive Committee (TEC), whose UK headquarters are in Kensington, London. The organisation, which has 3,000 members worldwide, co-ordinates regional groups of 12 to 15 chief executives who meet one day a month for sessions with a speaker, followed by a discussion of individual business issues. According to TEC, the aim is to provide "a supportive peer group in which chief executives meet for education, counsel, brainstorming and discussion".

The Academy for Chief Executives, based in Islington, London, is a similar organisation. Recently founded by a former facilitator for The Executive Committee, it runs groups with a maximum of 14 members. The aim is to provide updates on business developments and help executives continuously improve their personal skills. Group membership subscription is £700 per month, with a one-off joining fee of £350.

All these peer-group schemes are enthusiastically endorsed by their members. The snag, as usual, is finding dates that suit all the participants can be tough.

That is why Mr Holley takes the idea of learning from peers a step further: one-to-one mentoring by executives from different companies is often a better way to cope with diary problems, he says.

Whether organised in pairs or in groups, it is clear that managers enjoy working with their peers. Not only does it help overcome their sense of isolation but it also provides them with practical advice on the issues that most concern them. "Management development is not about giving people answers," says Mr Holley. "It is about challenging them and helping them to meet people and find the answers for themselves."

Continued on page 5

### 1997 GENEVA EXECUTIVE COURSES IN FINANCE

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importance of management training was bringing out and developing the underlying abilities necessary to make a business more responsive to change.

The study, still in draft form, defines six qualities that it considers necessary for effective management:

- Managerial knowledge – both acquisition of and translation into practice.
- Behavioural skills – principally, assertiveness, communication skills, the ability

to influence and develop others.

- Cognitive abilities – to recognise and hold complex perspectives and conflicting concepts in the mind, plus the ability to shift perspectives, remain open-minded and consider possibilities.

- Self-knowledge – the ability to select from a range of behavioural options in response to a particular need.

- Emotional resilience – self-control, self-discipline,

the ability to cope with pressure and bounce back from adversity.

- Personal drive – the ability to motivate yourself and others.

The Cranfield team believes management development courses can focus on areas such as self-insight far more effectively than anything that is possible in the day-to-day workplace.

The study asks: "How

Continued on page 5

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Global Business Economics

Global Business Communications

Global Business Finance

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## ARTS

Cinema/Nigel Andrews

# Watch this Space

**M**ovie anniversaries are dangerous things. Like beribboned trip-wires they set off a repeat hysteria - parties, tie-in products, TV plugathons - for films that in most cases had more than their fair share the first time around.

Now *Star Wars* is back. The hype for this humbly-budgeted space opera that grew into a lavish and lucrative trilogy scarcely seems to have paused in the 20 years since it was made. But at least the new "Special Edition" allows us party-poopers who dismissed the first time round to re-

STAR WARS  
George LucasSPACE JAM  
Joe PytkaTROJAN EDDIE  
Gillies McKinnon

tune our dissent in response to THX sound and computer-enhanced images.

There are graphic leaps forward here. Jabba The Hut, a giant talking slug who obviously modelled himself on Sydney Greenstreet's slurs and slithers to fine effect. The cities of that "galaxy far, far away" are conjured in finest detail, from the houses to the surreal creatures who walk, fly or bounce along its streets. (There are fetching, dandyish giant rats in Mos Eisley.) And the explosions and space fights all but blast us from its seat.

Yet what is it all for? And why, to us sceptics, does a movie often hailed as "mythic" seem like a collection of hand-me-down ideas dressed up to pass as new - handed down, furthermore, from hopelessly ill-matched sources?

Here are the endangered damsel (Carrie Fisher's Princess Leia) and the growling dragon of a captor (Darth Vader). Here is the Arthurian hero-youngster (Mark Hamill's Luke Skywalker) who needs a mission to grow to manhood and a

Merlin to guide him (Alec Guinness, droneing on for his historic percentage points as Obi Wan Kenobi).

Here is Hans Humphrey-Bogart (Harrison Ford's Han Solo), the rough but lovable cynic who will stand up to be counted if he can then sit down to count the reward money. And here, in another blind grabbing from the pop-cultural pot, are a gold-plated Jesus (CSPO) escorting a baby-faced Bertie Wooster (R2D2) from mishap to mishap.

When attention flags, the makers throw in some overgrown muppets for the Mos Eisley bar scene. And when all pretence of a cogent or character-driven plot falls away, we lurch into the final hour of chases and hand-to-hand fights that could belong in absolutely any western pre- or post-cybernetic.

The glass ceiling of achievement that *Star Wars* never rises above is cuteness. Cute robots, cute hero, cute one-liners. Whenever it aspires higher, towards a mythic resonance, it cracks its head on pretension: "May the Force be with you." What force? Life force? - religious faith? - cosmic energy? The moral for movie-makers is simple: Never define a line of dialogue so long as it sounds good, for it can go straight into the catch-phrase section in the die-in product range.

All this and John Williams's Nietzsche-on-overdrive theme tune too: just when you thought you had got it out of your head, here it is again. There are still special editions of *The Empire Strikes Back* and *The Return Of The Jedi* to come. Keep watching - it looks as if we will have to - all this space.

Meanwhile, let me command *Space Jam*. Living basketball legend Michael Jordan and living rabbit legend Bugs Bunny zoom about the cosmos in a live action/animation comedy that is more alive and animated than *Star Wars*.

The plot is silly, no question. A planetary of famous cartoon characters are hijacked by another, theme-park-style planet and then forced to buy back their freedom



'Star Wars' is back: Alec Guinness drones on for historic percentage points as Obi Wan Kenobi in the Special Edition

in a basketball game. But the film moves along like a dozen dust devils, it is brightly drawn, and it is funny and lunatic in equal measures. May the Force be with you.

In *Trojan Eddie* human beings walk the earth and one gives a sign of pleasure. No being comes more human than Stephen Rea. His features were put together by God one ill-focused morning: here a too-large nose, there a prune-shaped mouth of a mouth, stop it all looks as if we will have to - all this space.

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now acts as his Mr Everything: salesman, messenger, middle man, fall guy.

So Rea is in the storm's eye when an already convoluted plot advances into judicious chaos. Harris's new child-bride (Aislinn McGuckin) elopes with Rea's best friend; one chap is beaten up, another murdered with a sheephook; and a stutifacit of money runs around Ireland acting as a McGuffin, or O'Guffin, on over-

there are too many minor characters, of whom the women are required to do little but stand in doorways giving menacing or inveigling looks. It is hard to work out who belongs to whom, though "belong" the women do in what Roche and McKinnon depict as a virtual pre-Dark Ages society: one where the boss gazes down from his eyrie-like office above the junkyard and the minions get stuck in the mud below.

Even the sound effects boost the notion of a modern-dress, cottage-industry Greek tragedy. Listen for the weird Eumenidean howl - what is it, garage doors? - when a car passes starts up in pursuit of the clowns.

The glory of the film, though, is the Harris-Rea double act. The hatchet-faced old mummer has never been better, a wheedling

Leer with hints of weakness at the heart of his braggadocio. Rea, a young mirror-image, is all terror hastily combed into self-confidence. And was there ever a more sweetly surprising last laugh than the one he has at Harris's expense in the last scene in a cinema?

Fred Zinnemann, God bless him, also made films not set in outer space. The director of *High Noon*, *The Men and From Here To Eternity*, who died last weekend, was a terrestrial stylist with a gritty

belief in the "message".

He fell foul of French and American auteurists in the 1950s/60s.

For there is nothing left-wing cinephiles hate more than left-wing film-makers. Zinnemann, it is true, could be preachy, or prosaic. He would heap praise on *Five Days In Summer* or *Behold A Pale Horse*. But *High Noon* is still wonderful. It has been unfairly castigated by those who praise Howard Hawks's ranger, visually richer riposte *Rio Bravo*. Zinnemann's town-in-dane tale, in which Gary Cooper first vainly seeks help, then shoots everyone himself anyway, is a little absurd. But it is marvelously free of sentimentality and fierce on the shortcomings of the frontier spirit.

Sometimes, after all, only one man does stand up for freedom and honour. And sometimes that man has every right to throw his Sheriff's star in the dust, as Zinnemann allowed Cooper to do here, to the shock of McCarthyised America gripped by notions of un-Americanism.

## Concert

## Zander's Mahler

Just about two years ago at the Barbican, Benjamin Zander conducted the Philharmonia in a searing Mahler Sixth. It announced a conductor of rare and special Mahlerian sympathies, with a bracing scepticism about conventional Viennese or Bernstein-ian ways of addressing him. Last year he returned to conduct the towering Ninth Symphony; the performance positively radiated radical insights, searching afresh and deeply into the score.

Zander reappeared last week this time in the Festival Hall, with the Second Symphony, the "Resurrection". Solo voices Jean Rigby (committed, but not in best vocal estate: the ideal mezzo timbre here should have a deeper pique) and lovely Nancy Argenta (who should have been placed back among the chorus, the more sweetly to ascend from them); Philharmonia Chorus in awesomely unanimous form.

Though the performance gripped at every point, it was not revelatory as Zander's Sixth and Ninth had been. The "Resurrection" Symphony is less complex and fractious music; it is painted with a broader brush, and an ear attuned more to mass effects than to the fraught polyphony Mahler would cultivate later. Many great conductors have explored it, and little room is left now for genuine surprises. In Zander's reading the chief novelties - all persuasive - were his chosen places for gear-shifts in the huge opening movement, which shaped its continuity plainly and forcefully.

After the glorious conclusion of the symphony, it was a shock to discover how long it had all taken. Zander's account had been not only slower than most, but generally quieter too. In the many long passages which clang away contrapuntally before gathering steam for an explosion, he secured bated-breath clarity - without anticipatory flashes - for all Mahler's wry, intricate workings-out. We found ourselves listening raptly to the interplay of all the voices in what usually sound like mere stages on the way to the next climax.

If I had a reservation about this splendid performance, it was only because a voice in my head occasionally remarked: "this conductor is deliberately cultivating deliberate tempi". Zander kept his orchestra so excitingly suppressed, for so long and so often, that one could not but scent a whiff of conscious contriving. Yet the musical results he achieved swept reservations aside. All told, the calculated sequence of events led to glowing heights, where any finicky doubt about the means of getting there just melted away.

David Murray

## Theatre/Alastair Macaulay

## Importance of Being Oscar

suitied to one-man shows such as this. He has the personality and the technique (and the memory) to engage with Wilde for an entire evening (*The Importance of Being Oscar* - written by the actor Micheál MacLiammóir and performed by him all over the world from 1980 to 1973 - is a splendid one-man entertainment, which Simon Callow more or less splendidly brought back to the London stage on Tuesday night).

"I put my genius into my life, my talent only into my work," Wilde said, and there is much to support this. Wilde was - or man seemed heaven sent to any last-day playwright and/or actor. *The Importance of Being Oscar* - written by the actor Micheál MacLiammóir and performed by him all over the world from 1980 to 1973 - is a splendid one-man entertainment, which Simon Callow more or less splendidly brought back to the London stage on Tuesday night.

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Wilde, there are aspects of Wilde's character that elude him: in particular, the loveable and unEnglish openness of spirit. But there are other aspects of MacLiammóir's text and Callow's performance pay unusual emphasis. These, however, though highly interesting, incline me, writing in the hour that follows, the performance, to rate Wilde himself rather lower than I have for the last several

years.

In particular, Callow's acting stresses - to the nth degree - the melodrama in Wilde's writing, and its relish for martyrdom. Callow plays to the hilt a crucial sentence like "Through the house was heard a cry of such horrible agony that the servants woke up one by one" (from *Dorian Gray*). However, he also squeezes every drop from the embarrassing extent to which Oscar parallels himself with the martyred Christ - in *Reading Gao* (from the wine/blood connection through to the repeated betrayed-by-a-kiss point) and elsewhere - and I find this to be one *folie de grandeur* too many on Oscar's part.

Self-pity in Wilde is one thing, and very understandable in the light of his disgraceful treatment by almost all of England. But Wilde's self-dramatisation amid his self-pity is less likeable. "We

are the zanies of sorrow", he writes about himself and other prisoners; the brave blitheness with which, changing tone, he then looks forward to beholding the laburnum and the lilac on his release is worthy, alas, only of Joan Crawford in her most gruesomely noble mode (though Calow comes close); and then - the letter is to Lord Alfred Douglas - he finishes by saying "Perhaps I have been chosen to show you... the meaning of sorrow, and its beauty." As tearjerking martyrdom goes, Oscar was an award-winner.

It is not the fashion to criticise Wilde, least of all for his suffering. Although the title *The Importance of Being Oscar* suggests a show critical of Wilde's life and personality, MacLiammóir's it is certainly not that. Mainly it delights in quoting Oscar - his poems, his plays, his letters, his remarks to friends and journalists - and this is usually delightful, as in that letter to Douglas from prison:

"The sentimental is merely a cynic at heart. Sentimentality is merely the bank holiday of cynicism... To the cynic, nothing is ever revealed." Witty, beautiful, compelling stuff.

Savoy Theatre, London WC2

by Mozart and Shubert; Mar 21

FRANKFURT

CONCERT

Alte Oper Tel: 49-69-1340400

● Don Giovanni: by Mozart. Conducted by Olf Henzold, performed by the Deutsche Oper Berlin. Soloists include Ferruccio Furlanetto, Amanda Hargreaves and Clemens Kleiber; Mar 23

Staatsoper Unter den Linden Tel: 49-30-20354288

● Le Rossignol: by Stravinsky. Conducted by Pierre Boulez, performed by the Orchestre et Chœur des Théâtres du Châtelet. Soloists include Natalie Dessay, Wendy Hoffmann and Wolfgang Büntner. Part of the Festspiele 1997; Mar 23

LONDON

DANCE

Royal Opera House - Covent Garden Tel: 49-20-72282324

● La Bayadère: choreographed by Natalia Makarova after Petipa to music by Minkus, performed by the Royal Ballet. Soloists include Sylvie Guillem and Jonathan Cope; Mar 22

EXHIBITION

Christie's Tel: 44-171-8399060

● Houghton at Kenwood: exhibition of Old Masters from the collection of Sir Robert Walpole, Britain's first prime minister. The paintings were transferred to Houghton Hall, Norfolk on Walpole's fall from power, where they remained for a further two generations until almost 200 pieces were sold to Catherine the Great of Russia in 1779. Two centuries later some of these paintings have been returned, on

LODGE

EXHIBITION

The J. Paul Getty Museum Tel: 1-310-459-7611

● Manuscript Illumination of the Thirteenth Century: exhibition of 19 works from the museum's collection of European illuminated manuscripts exploring the art of painting in books in the 13th century. Many artists from this period achieved dramatic new effects with a combination of reflective gold and saturated, jewel-like colour; to Apr 6

MUNICH

OPERA

Gran Teatro la Fenice Tel:

39-41-785511

● Falstaff: by Verdi. Conducted by Isaac Karabtchevsky, performed by the Orchestra e Coro del Teatro la Fenice. Soloists include Angelo Veccia and Lidia Tirioli, at the PalaFenice; Mar 21, 22, 23

EXHIBITION

Centre Georges Pompidou Tel:

33-14-78 12 33

● La Photographie Contemporaine Dans les Collections Nationales: exhibition featuring photographs by

## Jazz/Garry Booth

## Blood on the Fields

EW jazz composers have successfully confronted the challenge of extended orchestral work without wandering out of the idiom and falling into the third stream. Ellington succeeded with the *Black, Brown and Beige* suite; Mingus made it (posthumously) with *Epitaph*. And so jazz waited a three-hour oratorio for Jazz at Lincoln Center. An unfilching portrayal of the tragedy of slavery, Marsalis' work is both uplifting and deeply moving.

*Blood on the Fields* follows the misfortunes and ultimate redemption of two slaves, Jesse and Leona, whose parts are taken by Miles Griffiths and Cassandra Wilson. The part of Juba, who cancelled the pair on the path to spiritual freedom, is sung by veteran Jon Hendricks. The band, 14 pieces, provide the chorus and chant narrative.

On Tuesday at the Barbican Hall, on the last night of a European tour, Marsalis' music,

arrangement and libretto meshed deliciously. The brass section, anchored by Wyycliffe Gordon's tuba, played with the loose-tightness that non-US orchestrators dream of. Sections of swing, blues, soul and dissonance mutated one from the other to be criss-crossed by stellar solos from horns (though tantalisingly few from the trumpet leader) and voices. Cassandra Wilson, whose molasses-sweet contralto voice flowed across the changes, exuded voluptuous sensuality in her reading of the composer's rich melodies.

Marsalis undoubtedly took a risk with this project. Such as been his high profile as an often arrogant master soloist and outspoken jazz purist, that more than a few have been waiting for the JALC's artistic director to put a foot wrong. A three-hour jazz opera based around the tradition could easily have provided the tripwire. But *Blood on the Fields* confounds his critics and consolidates his reputation as an original thinker within a precious tradition.

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## TECHNOLOGY

The campaign for a world ban on the use of anti-personnel land mines received a fresh boost yesterday when Diana, Princess of Wales, presented a bravery award to 33-year-old Chris Moon, who lost his right leg and hand clearing mines in Mozambique.

Diana's efforts, which began with her controversial visit to Angola in January, are assisting long-term campaigning by the Red Cross and other aid agencies. This is edging more countries towards banning the manufacture and deployment of anti-personnel land mines - South Africa, for example. But even if no more land mines were laid worldwide, it would take 1,000 years using existing methods to clear all the 100m anti-personnel and anti-tank mines already laid.

Detection technologies are having to keep pace with those of the land mines themselves, which are becoming increasingly sophisticated. For instance, mines made almost entirely of plastics are cheaper to produce, and very difficult to find with a metal detector.

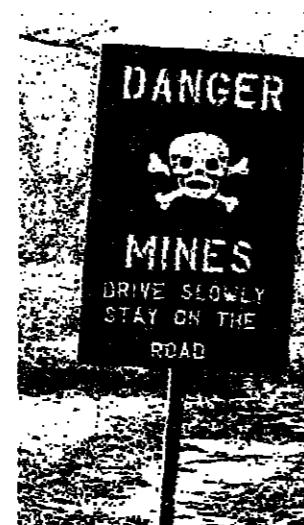
Newer types of mine include one sensitive to electro-magnetic radiation that could be triggered by some detectors. Researchers have worked out what weight and mass of fragment will cause most damage in human flesh.

Where there is a clear military reason for clearing mines, such as moving through a battle zone, all sorts of ground-pounding devices, rollers and explosive ropes have been developed. Unfortunately, however, progress has been slow where the military role is less clear.

Systems for demining former battle areas have not changed significantly since 1945. Local information, and dogs trained to detect the smell of explosives, may help to establish the limits of a mined area. Then a team of two people goes in. One has a metal detector, and scans a wide path. The other has a probe to check gently whether signals are from a mine or from scrap metal, or some other harmless piece of metal. There could be many, many false alarms.

The difference in attitude towards mine clearance during and after a battle was highlighted in 1984 following British action in the Falklands. Five types of plastic anti-tank and anti-personnel mines had been laid by the Argentinians, plus four with metal casings.

The UK Ministry of Defence funded research into a ground probing radar device which had shown promise, and after a two-year, £2m programme involving 80 people, a new version located



- Mines currently planted worldwide: 100m plus
- Countries with minefields: 60 plus
- Mine deaths per year: 10,000-20,000
- New mines laid each year: 2.5m
- Mines cleared each year: 100,000
- New mines in storage: 100m
- Number of mine models: 800 plus
- Clearance cost per square km: £1m
- Traditional mine detection methods: metal detectors, dogs and probes
- New detection technologies: ground probing radar, infra-red imaging, magnetic induction, biosensors, radiometry, nuclear quadrupole resonance, synthetic aperture radar, electrical impedance tomography and others

Source: consensus of various estimates

**Designers of land mines are always one step ahead of those trying to clear them, finds Ken Hill**

## Battle with death underfoot

every plastic mine buried in a field test. But the Falklands clearance programme was stopped: the ministry said there was no military requirement, and the Foreign Office said there was no political reason.

More recently, the challenges of post-battle mine clearance have been illustrated by the situation in Croatia. Robert Keeley of the UN mine clearance programme finds the main threat in his area comes from mines in urban areas with a tiny amount of metal in them. "What would make our job easier," he says, "is knowing the real extent of a minefield."

"We find an awful lot of clear ground when we go into an area that local people think is mined. Maybe remote sensing from an aircraft would help. Until we have that, and a reliable plastic mine detector, we shall continue with our manual methods."

There are still plenty of metal mines to keep clearing teams busy - in Cambodia, Afghanistan, Angola, Laos and other battle-scarred countries. But even after the Falklands and the Gulf

war, where plastic mines were also used extensively, the demand for a plastic mine detector cannot be met.

At an international conference in Edinburgh last year on mine detection and clearance, 35 papers were presented, most on research being conducted into technologies with relevance to land mine detection.

**A new mine detector should comprise sensors of two or three types in a hand-held device, or more if mounted in a vehicle**

Mine detection technology still seems to be moving slowly, and in diverse directions. Commercial companies naturally hesitate to undertake expensive research towards an expensive product, when the biggest market for it is developing countries which are strapped for cash.

Ground probing radar and

One participant at the conference, sponsored by the Institution of Electrical Engineers, claimed to detect some movement towards concerted action. He is Alastair Craig, who worked closely with researchers on the Falklands project as a major with the Royal Engineers, and is now an independent consultant on land mine clearance.

"It used to be that the researchers would meet at various conferences and present their work," he says, "then exchange greetings with counterparts in other organisations before going back to continue their work in isolation."

Now, he says, "there are some instances of companies with complementary technologies getting together within a country - others where two or three countries are setting up projects, and I see movement at EEC and Nato towards more co-operation."

Craig says there is a hardening consensus that a new mine detector should comprise sensors of two or three types in a hand-held device, or more where they are mounted in a vehicle.

Ground probing radar and

infra-red imaging are gathering support as a hand-held sensor duo. Also being researched is a biosensor that can match the sensitivity of a dog's nose to explosives, but without the need for a long period of training and loss of sensitivity after 20 minutes or so.

Several versions of ground probing radar are in development. Project leader for the Falklands research programme was Richard Chignell, who then set up his own company, Enard, in the south of England, to continue work on the technology.

Sacked by a consortium of gas companies in New York, Enard is marketing its first product, Pipe Hawk, to locate plastic and other pipes underground for the utility industries. Its success has also been recognised in other areas - in the UK, notably for leading police to the remains of the victim of Frederick West in Gloucester, and mapping tunnels dug by anti-road protesters in Devon.

"If we were to look at a mine detection project again," says Chignell, "my first priority would be vehicle-mounted radar for detection, then in a second stage, infra-red imaging for recognition. A magnetic sensor would also help. With funding, a system could be rapidly developed for effective operation in a specific theatre, whether the military or a non-government organisation."

Mick Gillman, head of the counter-mine warfare department at the UK's Defence Evaluation and Research Agency, says there has been significant progress over the past two years in a number of technologies. "We are now field testing approaches that could once only operate under laboratory conditions," he says. "But the silver bullet that reliably finds all mines in all circumstances is still a long way off."

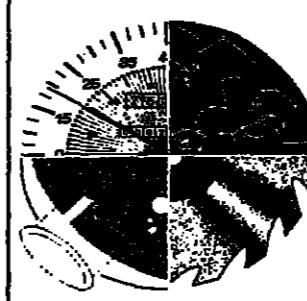
**F**or hand-held sensors the agency is focusing on ground probing radar and infra-red systems to check the size and shape of objects, and nuclear quadrupole resonance to determine whether they contain explosives. This technology, which has been employed at airports to scan luggage, uses radio frequency signals from nuclei in the explosives.

Ultra-wide band radar is also

being considered, primarily for vehicle-mounted systems. "The approach depends very largely on soil type and conditions, hence there is not one single technology solution," says Gillman.

Until such technologies are perfected, it seems the best strategy the world wants to afford is still two people and a dog, with technology half-a-century out of date.

## Worth Watching • Vanessa Houlder



### New view of cancerous tissues

An optical technique to monitor oxygen levels in blood and muscle could eventually be used to detect breast cancer as an alternative to X-ray mammography.

Researchers at the University of Hertfordshire say the approach, optical tomography, can provide useful information about the health of tissue and blood supply, although it cannot produce the same clear images as X-ray systems.

The computer-based system gives information about the oxygen contained in tissue by creating images of how light is absorbed and scattered within it. As a result, it can detect the increased blood supply required by rapidly multiplying cells in cancerous tissue.

Another goal of the research, which will be presented at the Institute of Physics Annual Congress in Leeds this month, is detecting whether tissue is healthy or dangerous.

University of Hertfordshire: UK, tel (01707) 234606; fax (01707) 284644.

on-board computer. The tool was designed by Pipetronix with the Fraunhofer Institute for Non-Destructive Testing, Germany, tel 6913023390; fax 69133054.

### The shape of drugs to come

Sepacor, a US biotechnology company, has completed phase III trials of one of the first drugs to be made through "chiral purification", which means that one of the two mirror images of the same molecular shape has been removed, writes David Green.

The idea is that if one of the two shapes is responsible for side-effects, then the purified version should be as effective as the mixture, but with fewer side-effects.

Sepacor's asthma drug, levallerol, is a chirally pure version of Ventolin, manufactured by US drugs company Glaxo Wellcome, and Proventil, made by Schering-Plough of the US. It says the trials showed that not only were side-effects lower but that the drug's effectiveness, as measured by lung function, was higher than with the unpurified version.

The company will apply for US marketing approval in June. Sepacor: US, tel 5084816700; fax 5087870794.

### Devices set to shrink further

An improved chemical deposition process could pave the way for smaller, faster microelectronic devices, according to US researchers.

Researchers at the University of Illinois have developed a new approach to depositing thin layers of titanium dioxide, which is widely used for making contacts to transistors in integrated circuits.

They refined the technique known as chemical vapour deposition by injecting the reactants in a gas phase at a relatively low temperature. The process can be used on smaller device structures while being compatible with existing manufacturing techniques.

University of Illinois at Urbana-Champaign: US, tel 2173331085; fax 2172440161.

## BUSINESS AND THE LAW

### Worker cannot transfer rights

**EUROPEAN COURT**

When a company dismisses its employees following the loss of a service contract, those employees will not necessarily be able to rely on Community provisions governing company transfers, the European Court of Justice ruled last week.

The Court's ruling arose in the context of a case concerning a cleaner called Mrs Szen, who had been employed by a company to clean a German school. The school terminated its contract with the company in June 1994 and dismissed all of the cleaners. The contract was then awarded to another company which did not re-employ any of the dismissed cleaners.

Mrs Szen brought proceedings before the Bonn Labour Court in which she sought a declaration that the notice of dismissal served by her former employer had not ended her employment relationship with that company.

The German court considered that the case turned upon the interpretation of the Council directive on the approximation of the laws of the member states relating to the safeguarding of employee's rights in the event of transfers of undertakings, businesses or parts of businesses. The national court therefore stayed proceedings pending a preliminary ruling from the European Court of Justice as to whether the directive applied to the case.

The directive provides that it should apply to "the transfer of an undertaking, business or part of a business to another employer as a result of a legal transfer or merger". The Court found that the aim of the directive was to ensure continuity of employment relationships within an economic entity, irrespective of any change of ownership. The decisive criterion for establishing the existence of a transfer was whether the entity in question had retained its identity. That was indicated in particular by whether its operation was actually continued or resumed.

The Court held that the directive was applicable whenever there was a change in the natural or legal person who was

responsible for carrying on the business and who incurred the obligations of an employer towards employees of the undertaking.

However, for the directive to be applicable, the transfer had to relate to a stable economic entity whose activity was not limited to performing one specific works contract. The term "entity" therefore referred to an organised grouping of persons and assets facilitating the exercise of an economic activity which pursued a specific objective.

To determine whether the conditions for the transfer of an entity were met, it was necessary to consider all of the circumstances of the transaction in question. It was relevant to note the type of undertaking or business concerned, whether or not its tangible assets were transferred, the value of its intangible assets at the time of the transfer, whether or not the majority of its employees were taken over by the new employer, whether or not its customers were transferred, the degree of similarity between the activities carried on before and after the transfer, and the length of any suspension of those activities.

Last month, however, the High Court upheld restrictive covenants against three managers working as inter-dealer brokers with Dawnay Day, an investment bank, in a decision that offers City institutions some hope that the tide may have turned.

The case is unusual in that the three managers - Mr Frederic de Bracconier D'Alphen, Mr Patrick Johnston and Ms Sally Ann Parkman - had entered into a joint venture with Dawnay Day in 1992.

At the time all three had been working as inter-dealer brokers in French and Belgian government bonds for Euro Suisse Securities. By the terms of the shareholders' agreement they struck, Dawnay Day would provide the capital for the venture and the three managers would bring their skills and experience as well their teams of brokers.

It was agreed that they would form a company to act as the joint venture vehicle, to be called Dawnay Day Securities (DDS). The three managers were to be joint managing directors of DDS and were allocated half the equity capital for a nominal sum of £150. Their common intention was to build up the business to a point where it could be floated on the stock exchange.

The Court therefore ruled that the directive would not apply to the factual circumstances of the case described in the questions referred by the German court.

C-12/95: *Agree Szen v Zehmacker Gebäudefertigung GmbH Kran-Kennbauservice, ECJ FC, March 11 1997.*

BRICK COURT CHAMBERS BRUSSELS

### Legal trap laid for City poachers

A High Court ruling may deter financial institutions from luring staff away from rivals, says Robert Rice

they had company cars, health and life cover and an extensive travel and entertainment budget.

On November 11 last year, however, without warning they gave three months' notice and on the same day entered into service agreements with Cantor Fitzgerald International, the large US investment bank.

The preliminary issue before the High Court was whether restrictive covenants in the shareholders' agreement were enforceable as a reasonable restraint of trade.

Broadly, the covenants were: a non-compete, covenant preventing the managers from joining or being connected with any business competing with DDS's euro-bond broking business; a non-solicitation covenant preventing the managers from soliciting DDS's clients; and a non-solicitation covenant preventing them from soliciting DDS employees.

All stages were, at the stage the case came to court, expressed to run for a year from the date each manager ceased to be an employee or director of DDS.

In the days following November 11, it soon became apparent that the 11 brokers who worked for the three managers were preparing to leave. In one fell swoop the bank was in danger of having its euro-bond broking business stripped.

The most unusual aspect of the case was that the body entitled to enforce the covenants was not DDS, but Dawnay Day.

The managers argued that the bank's only interest was as an investor, and as such it had no legitimate interest which needed protecting by the covenants. The court, taking a pragmatic view, disagreed. The bank was more than an investor, it said. Not only had it provided start-up capital, premises, facilities and administrative back-up, it had joined the three managers in a new, risky trading venture to be carried out through the medium of a limited company. In consequence, the bank had a legitimate proprietary interest in protecting through the restrictive covenants.

A more difficult question was whether an employer has a legitimate interest in maintaining the stability of its workforce. It was here that the court moved the law forward.

Mr Justice Walker had two conflicting 1983 Appeal Court decisions to choose between. In the Hanover Insurance case, the Appeal Court ruled an employer did not have a legitimate interest in maintaining a stable workforce such as to put restrictions on the poaching of its staff. However, in Ingham, decided three months later, the court said an employer had a legitimate interest in maintaining a stable, trained workforce.

Mr Justice Walker decided to follow Ingham. Taking account of all the circumstances, the small size of the bond-broking community, the specialised and competitive nature of the business and the importance of the team element, he decided Dawnay Day had a legitimate interest in preventing the poaching of its bond-broking team.

The non-solicitation of staff covenants in the shareholders' agreement were held to be an unreasonable restraint of trade because they were too wide, in that they applied to all DDS staff from the lowest to the highest.

However, the judge had little difficulty in upholding similar covenants in the managers' service contracts which applied spe-

cifically to non-solicitation of senior employees and directors of DDS.

The managers and Cantor Fitzgerald are to appeal. But Mr Guy Naggar, Dawnay Day's chairman, claimed victory. By the time the Appeal Court had dealt with the appeal, the one-year restrictions would all but have served their purpose, he said.

All 11 brokers who had worked for the managers had been retained and, after a couple of sticky months following the resignations, business had returned.

He also hailed it as a landmark decision with far-reaching implications for other teams attempting to leave businesses en masse. "Good people build a following within a bank or brokerage house and after a while they think it's all them and that they can move and get the benefit of anything that's been built up. But they forget we have paid for it and the business has been built up within the institution."

**M**r Roger Hopkins of Hobson Audley Hopkins & Wood, Dawnay Day's solicitors, also believes the case is of great significance to the City. In particular, the judge's decision to follow the Ingham case and rule that an employer does have a legitimate interest in maintaining a stable, trained workforce has wide ramifications, he said.

"If you can just dismiss key people and they aren't bound by restrictive covenants and they can pull out others to follow them, you can effectively remove the business from a rival without actually having to buy it. That's very undesirable in the marketplace."

Mr Hopkins said that in looking at restrictive covenants the courts had to achieve a balance between respecting agreements and catering for the doctrine that contracts in restraint of trade are contrary to public policy and should not be upheld.

However, the balance shifts according to what the particular view of public policy is at any one time, he said, and clearly the court had signalled it was time for a change.

"In the past 10 years, big money has been offered to lure people away, often with devastating effects on businesses. You can't plan ahead; you've got to have these people for the business, but they can just up and off and who is left holding the baby?" Answer: the company.

"So public policy has to shift to cater for this, especially in the current climate, with US banks, in particular throwing money at people."



## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Thursday March 20 1997

## Talking to Boris

President Boris Yeltsin remarked recently, with evident satisfaction, that he would be the father of the two participants in today's Helsinki summit. He could almost have been referring to their political as well as physical health. Mr Yeltsin has just staged yet another spectacular recovery, while Mr Bill Clinton is beset by scandals and has just lost one of his close advisers.

Both presidents are in fact "comeback kids", and both face hostile legislatures. The difference is that Russia's constitution enables Mr Yeltsin just about to snap his fingers at the Duma, while Mr Clinton has to duck and weave to avoid being paralysed by Congress.

The balance of power between the two countries, however, is quite the opposite. Russia weakened, impoverished and fragile; the US still a global superpower with a strong economy. That imbalance makes the meeting a delicate one for both sides. Mr Yeltsin may feel obliged to talk tough in order to avoid looking like a suppliant. Mr Clinton has to treat him with respect and courtesy, yet avoid making undesirable concessions.

Specifically, Mr Clinton has to convince Mr Yeltsin that the west values Russia as a partner, and that Russia has nothing to fear from Nato's expansion, while firmly resisting any Russian pretension to decide which former Soviet satellites or republics have the right to join, either now or in the future.

It would be equally unacceptable for Nato to object to any voluntary alliance, or even integration, between Russia and other neighbouring states - the most likely candidate at present being Belarus. It might reason-

ably insist, though, that the consent of the Belarusian people be verified by a fully democratic procedure, more demonstrably in accordance with the norms of the Organisation for Security and Co-operation in Europe (OSCE) than the referendum which President Anatoly Lukashenko staged last year.

There is much that Nato and the US can do to integrate Russia more closely into the emerging European security system. They have already proposed defining the Nato-Russian partnership in a charter which would establish a permanent joint council, with clear principles and arrangements for consultation, co-operation and joint action in peacekeeping, defence, arms control, nuclear safety, non-proliferation and emergency relief.

They have also tabled far-reaching amendments to the treaty on conventional forces in Europe, which would rule out any big build-up of Nato forces along Russia's borders.

With goodwill and effort on both sides it should still be possible to reach agreement on these matters before Nato's July summit, at which the formal invitations to new members are expected to be issued.

Mr Clinton should listen carefully to any proposals Mr Yeltsin makes for the strengthening of the OSCE, or of Russia's role in it. But he should not enter into a negotiation with Mr Yeltsin over Nato enlargement. Nor should he expect Mr Yeltsin to withdraw his opposition. The best that can be expected from this meeting is an agreement to continue talking, and not to let disagreement on one issue poison the entire relationship.

Investors believe the companies will extract financial gains from their plans. Krupp and Thyssen shares, suspended since the hostile bid was announced on Tuesday, have soared in the grey market. Rival producers' shares are also up, with British Steel and Usinor Saclor of France up 3.1 per cent and 5.7 per cent respectively since Monday.

"Greater synergies would be been possible by combining the Thyssen and Krupp groups," says Mr Terence Sinclair, steel analyst at Salomon Brothers. "But with the focus on just steel you get the bulk of the benefits with perhaps less social pain."

The European industry has welcomed the partnership plan as it has greeted similar rationalisation proposals in the last 15 years.

"Krupp and Thyssen have been discussing for a long time," said Eurofer, the European steel producers' association. "But we look very positively on this latest development."

British Steel said it welcomed "anything that could lead to reduced capacity in Europe". Usinor Saclor said it looked on the Krupp-Thyssen moves "with great interest".

European steelmakers' problems lie in the creation after the second world war of politically-dominated producers - some, as in France and the UK, nationalised while others, as in Germany, were privately owned but under tight government control. After rapid post-war expansion, the industry was left with excessive costs and surplus capacity in the 1970s. Big job cuts followed, with the industry reducing workers from over 900,000 in the early 1970s to about 350,000 and raising productivity dramatically with the support of massive state aid.

The regulators should not be deterred. Top management of investment firms needs to be strengthened in the interests of investors and employees alike. Bonus schemes that reward risk-taking without penalising losses, for example, are an incitement to reckless behaviour.

General managers need to guard against the adverse consequences of such systems, and when they fail it is right that they be held to account.

SIB's challenge is to find a way of bringing managers to face their responsibilities without entangling them in a deeper thicket of legalistic argument.

## Latin zeal

Latin America's economic revival appears back on track. The region's annual growth rate over the next two years is expected to rise towards 5 per cent, and inflation is likely to fall to its lowest level in decades. Mr Enrique Iglesias, president of the Inter-American Development Bank, says growth could soon reach 6 per cent - a level that would start to counter the region's awful poverty.

The prospects for growth - and the expectation of large-scale privatisations in Brazil - have generated growing enthusiasm among international bankers. Some is warranted, but they should take care. Intense competition means that margins have been cut to the bone. Some banking business in the region cannot be profitable, and an excess of generosity at this stage would neither be good for the lenders themselves, nor for the borrowing countries.

That is not to say a disaster is in view, even if US interest rates rise in the near future. The economies of Latin America are in much better balance than in 1994. They have reduced significantly their reliance on short-term debt. Moreover, most investors have learned the lesson of the Mexican crisis of 1994-95 and the concentration of

risk built up then does not seem to be recurring.

The region is not yet out of the woods, however. The reforms that have opened Latin American economies and made them more responsive to market forces have succeeded in increasing growth. Barriers to unexpected political or external shocks, it looks sustainable. But it has not been enough to raise the living standards of populations significantly.

An overall positive picture hides deep problems in some countries. There are difficult political and economic issues in the Andean countries, such as Colombia. In Mexico, it will take years for some people to recover their standards of living brought about by the harsh recession of 1995. Many states are threatened by the influence of drug traffickers supplying the US market.

Reform is still needed on several fronts, including tax systems, labour markets, improving conditions for savings and investment, and reforming corrupt and bankrupt state institutions. The list is long. Politically, it may very well be more difficult to achieve than the reforms so far. Optimism, then, is in order, great enthusiasm is not.

## Capacity for change

The proposed merger of Germany's biggest steelmakers is likely to spur a shake-up in the European industry, says Stefan Wagstyl

**A**fter more than 15 years of negotiations, Krupp Hoesch and Thyssen, the giant German industrial companies, have given them selves eight days to reach agreement on pooling their interests in steelmaking. If they succeed, the consequences could be felt by the European steel industry for the next 15 years.

A full merger would put two medium-sized producers into Europe's third-biggest and the world's fifth-largest manufacturer. But it would also accelerate the slow rationalisation of the European steel industry.

It could help pave the way to the creation of more modern and streamlined steel production. It could also lead to the internationalisation of an industry in which companies still largely operate within national boundaries.

However, much will depend on how far and how fast the partners are able to go with rationalisation in the face of intense opposition in Germany to job cuts. Mr Gerhard Cromme, the Krupp chairman, has already been forced by political pressure to abandon the drastic option of a hostile bid for Thyssen.

With German unemployment at its highest levels since the 1930s, German politicians will seek to restrain serious cuts in the combined groups' 192,000 workers, 58,000 of them in steel.

Chancellor Helmut Kohl called for a "reasonable solution" and urged both companies to "live up to their responsibilities".

Investors believe the companies will extract financial gains from their plans. Krupp and Thyssen shares, suspended since the hostile bid was announced on Tuesday, have soared in the grey market. Rival producers' shares are also up, with British Steel and Usinor Saclor of France up 3.1 per cent and 5.7 per cent respectively since Monday.

France followed suit with Usinor Saclor, which was privatised in 1995. And Italy has sold much state-owned steel to Riva, an unquoted private company.

Now Spain is preparing to privatise CSI, its state-owned producer, by selling a stake to a strategic investor. Usinor Saclor is seen as a likely buyer.

Mr Guy Dollé, strategic planning director at Usinor Saclor, estimates only 17 per cent of European steel production is now under public control, down from over 40 per cent as recently as 1984. In his view this amounts to a "revolution".

With privatisation, governments have largely abandoned large-scale state aid for steel, sticking to a 1994 EU agreement which banned aid except for research, environmental improvements and funding capacity cuts.

Privately owned companies such as Hoogovens in the Netherlands, Arbed in Luxembourg, and Thyssen, Krupp and others in Germany, have tens of thousands of workers to keep up with British Steel in the pursuit of efficiency.

European steelmakers' problems lie in the creation after the second world war of politically-dominated producers - some, as in France and the UK, nationalised while others, as in Germany, were privately owned but under tight government control. After rapid post-war expansion, the industry was left with excessive costs and surplus capacity in the 1970s. Big job cuts followed, with the industry reducing workers from over 900,000 in the early 1970s to about 350,000 and raising productivity dramatically with the support of massive state aid.

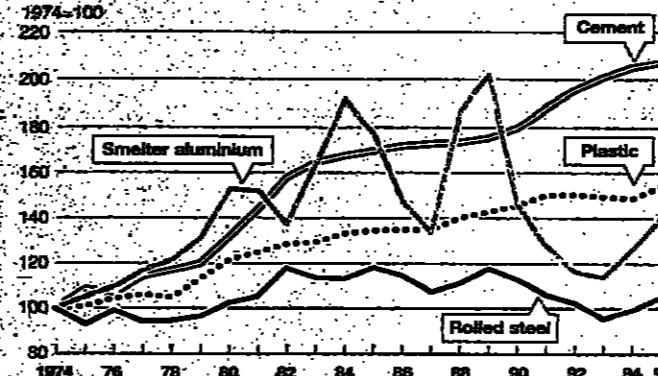
The regulators should not be deterred. Top management of investment firms needs to be strengthened in the interests of investors and employees alike. Bonus schemes that reward risk-taking without penalising losses, for example, are an incitement to reckless behaviour.

General managers need to guard against the adverse consequences of such systems, and when they fail it is right that they be held to account.

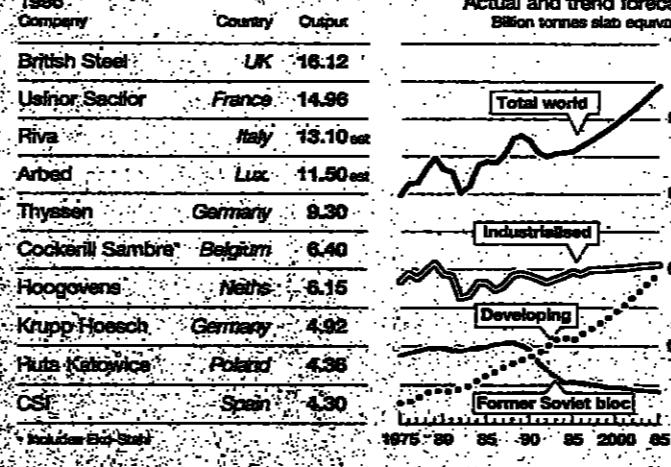
SIB's challenge is to find a way of bringing managers to face their responsibilities without entangling them in a deeper thicket of legalistic argument.

## European steel: braced for rationalisation

Price comparisons with rival materials 1974-1996



Top European steel makers 1996



But while the past 10 years have transformed the industry, its financial performance remains weak. Salomon Brothers, the US investment bank, estimates that only British Steel and Usinor Saclor make average returns equal to their cost of capital, though Krupp comes close.

Steelmaking is vulnerable to the business cycle because the steel market is volatile. Dramatic price swings of up to 50 per cent can be generated by fairly modest changes in demand of around 15 per cent between the peak of the economic cycle and the trough. Companies have to rely on making sufficient profits on a good year - such as 1995 - to compensate for poor profits or losses in poor years such as the early 1990s and again in 1996.

However, overcapacity tends to depress profits across the whole cycle. Despite the staff cuts of the past 15 years, European crude steel production capacity has stayed broadly unchanged at about 190m tonnes a year, as producers concentrated output on the most efficient sites. Excess capacity is estimated at at least 20m tonnes. Crude steel output last year was 162m tonnes in western Europe, down from 170m in 1995.

Producers say capacity cannot be brought into line without a much deeper restructuring of the industry, in which a Krupp-Thyssen steel merger would be an important stage. A deal would bring together some 15m tonnes of crude steel production and force the partners to consider closing at least one significant works - probably the ageing Krupp plant at Dortmund.

"There must be a closure," says Mr Sinclair of Salomon Brothers.

"Otherwise there's no point."

Also if the partners pool marketing as well as production, the merger will reduce competition to the advantage of all producers. Krupp is an aggressive price cutter which is seen by many competitors as a destabilising influence.

"This should bring more stability to the market," says Mr Peter Fish, managing director of Meps (Europe), a consultancy.

**H**owever, a Krupp-Thyssen agreement would do little more than bring to Germany the same level of consolidation which has already occurred in other countries - the creation of a national champion such as British Steel and Usinor Saclor. The next stage in reducing overcapacity in Europe would be international rationalisation - something the companies have so far been reluctant to consider.

The steel industry worldwide is particularly fragmented with the world's top 20 makers producing just 35 per cent of output; in aluminium and plastics, by contrast, the top 10 manufacturers produce more than 50 per cent. Some of the industry's biggest customers, notably the motor industry, are increasingly planning products for world markets - and want world-class suppliers.

The need for cross-border restructuring is particularly acute in western Europe, with so many medium-sized producers competing with each other, and the producers in the neighbouring countries of eastern Europe catching up fast.

"The need for cross-border restructuring is particularly acute in western Europe, with so many medium-sized producers competing with each other, and the producers in the neighbouring countries of eastern Europe catching up fast.

"There must be a closure," says Mr Sinclair of Salomon Brothers.

Things should be easier this time around. Rupert Murdoch's Sun newspaper - the most vigorous of Rinnock's old adversaries - this week came out in favour of Blair.

## Driven mad

■ Red means danger, especially in the crime-ridden city of Johannesburg. Thousands of motorists each year are mugged in their cars while waiting at traffic lights; residents have long argued that it's more dangerous to stop than to drive right through the red signal.

It seems that the authorities finally got the message. They have given drivers permission to drive through red lights if they feel in danger. Titus Malaza, Johannesburg's traffic management officer, says motorists driving at night should treat red traffic lights as "give way" signs. He's appealed to the local police to take the same lenient view.

Not that there's much to gain by getting home quickly in a city where burglary is rampant. The latest victim is public prosecutor Seby Baswa, whose house in neighbouring Pretoria was looted on Tuesday. "It really drives home that crime in this country has reached a highly unacceptable level - not that I was not aware of it before," he said

## COMMENT &amp; ANALYSIS

**Peter Martin****Case for conglomerates**

Big diversified groups are often regarded as inefficient but it is good management, not focus on a single activity, that brings business success

Here is heresy: there is a case to be made for conglomerates.

For more than a decade, to make this argument has been to court derision. The f-word - "focus" - has reigned supreme. Companies as varied as American Telephone & Telegraph, Imperial Chemical Industries, Hanson, Dunc & Bradstreet and this week Rockwell have broken themselves up. In 1995 alone, say the authors of a new book, the value of "break-off transactions" in the US reached \$76.7bn, up from annual levels of well below \$10bn in the 1980s.

Even when spin-offs have failed to produce the expected leap in value for the components - as in the case of Hanson and AT&T - the case for break-ups goes unchallenged. The under-performance of the parts is taken as a sign of the value-destroying nature of the whole. And anyway, the components are surely still too unfocused. They need to be broken down yet further, by more spin-offs.

Whenever a business consensus hardens into unthinking dogma, it deserves closer scrutiny. Just what is so wrong with conglomerates?

The usual arguments range from financial theory to human motivation. The consensus is that in the past, with inefficient markets and immobile resources, there may have been a case for conglomerates. They allowed investors to achieve the virtues of portfolio diversification - higher returns with lower risk - in a way that was otherwise difficult. Within them, scarce resources - capital, knowhow, managerial talent, political influence - could be applied effectively to a wider collection of businesses.

That time is past, the argument goes. Modern portfolio theory shows us that investors can achieve

the precise degree of diversification they seek more cheaply through the stock market than by paying big company managers to do it. No resource is so scarce these days that it needs to be husbanded within a conglomerate, and shared out among its divisions. Understanding a single business is a vital management asset; no conglomerate can know enough about its hodge-podge of subsidiaries to run them all properly. Without such knowledge, resource allocation inside the company will always be less effective than in the wider capital market.

If conglomerates had never existed, this argument would seem flawless. But they are all about us, sometimes flourishing, sometimes not. General Electric is by common consent America's most successful company. Granada is one of Britain's. Both are heavily diversified. And new conglomerates continue to be born, as this week's bid for ADT by Tyco shows.

When Samuel Johnson, the 18th century lexicographer, was asked how he refuted Bishop Berkeley's theory of the immateriality of the physical world, he

kicked a solid piece of earth, saying: "I refute it thus." The existence of conglomerates creates a similar tension between theory and practice.

Just as our senses tell us that the earth is real, so observation tells us that conglomerates exist. Yet that existence - if the anti-conglomerate arguments are as persuasive as they seem - requires a belief in a huge past market failure. The creation of big, diversified, companies has destroyed wealth on a gargantuan scale, but nobody has noticed - or, if they have noticed, they have done nothing about it. Managers have been able to build themselves huge empires, raising their pay but not their profits, and shareholders have tamely gone along with it. Stockbrokers' analysts have failed to grasp the underlying value of multi-business companies because they find them hard to understand; yet investors have ignored this opportunity for arbitrage.

Surely the market cannot be this flawed? It is not. The traditional arguments for and against conglomerates miss the point. It is true that the portfolio diversifi-

cation argument does not work for conglomerates any more, if it ever did. But that does not mean the conglomerates - or any diversified company - necessarily destroy value. Single-business companies are just as capable of underperforming as the history of British industry vividly illustrates.

The key ingredients in business success are clarity and cohesion of purpose on the part of all those engaged in the enterprise. It is probably easier to achieve these in a focused business than in a diversified one, but only just. What is more, a focused business may be cohesively pursuing the wrong objectives - technology for its own sake, say, or worldwide presence. A conglomerate, whatever its faults, is likely to be more dispassionate about its objectives.

Many of the arguments advanced against conglomerates are really arguments about the drawbacks of size. Large single-business companies are just as capable of becoming bogged down in bureaucracy, as insulated from market pressures, as any conglomerate. Yet large companies get larger, and smaller companies either become large or disappear. So, though there are undoubtedly drawbacks to size, there are also clear advantages. The task of management is to minimise the bad things about getting bigger and take maximum advantage of the good ones. Not all large companies succeed in this task. Those which fail to do so ultimately resolve the problem by becoming smaller, or by being taken over by companies which can successfully manage size.

A similar argument applies to conglomerates. Really good managers are in short supply, and they are capable of applying their skills to a range of businesses. That does not mean they are magicians, nor that

they will always succeed. But it does create an opportunity to use these skills to add more value to the companies they run than they destroy through lack of detailed knowledge of the individual businesses. In some diversified companies, the gains from that process will sometimes outweigh the losses. At others, the balance will tilt into negative territory.

In their heyday, the acquisitive British conglomerates Hanson and BTR added value by finding, buying and fixing troubled companies. Once that process ran out of steam, thanks to a shortage of takeover candidates and the ageing of the two companies' most creative managers, both underperformed. Now they are changing again, by demerging (Hanson) and by focusing on a few core businesses (BTR). There is a good chance that both transformations will produce positive results. If so, the lesson will be that a determined set of managers with a strong focus on value can turn an unpromising business into a successful one.

Remember the Hawthorne experiment in the 1920s, in which two groups of workers at a Western Electric plant were subjected to different levels of workplace lighting. Both groups increased production, relishing the evidence that someone was paying attention to them. If spin-offs do better once separated from their former parents, that may be a result of the energy created by newly won independence. Focus is not inevitably better than diversity, whatever conventional wisdom may hold. But change is always better than stagnation.

\*Break Up! When large companies are worth more dead than alive\* By David Sadler, Andrew Campbell and Richard Koch. Capstone Publishing, Oxford. £18.99



*From Peter Martin, FT Columnist*

**BOOK REVIEW Gerard Baker**

**BACK FROM THE BRINK - The Greenspan Years**  
by Steven K. Beckner  
John Wiley and Sons, £24.95, 452 pages

**Federal Reserve's greatest asset**

We live in an age dominated by the cult of the central banker. The great debates

of economic policy have resolved themselves into one overriding goal of near-mythic significance - the pursuit of price stability. Since slaying the evils of inflation is considered too important a job for mere politicians, the race is on to cede as much power as possible to the central banks.

The men in charge of these institutions have moved out of the shadows into the limelight. In the process the names of the biggest stars - Paul Volcker of the US, Karl Otto Pohl of Germany, Yasushi Mieno of Japan - have become almost as familiar in their own countries as those of their political leaders.

But no name ranks higher than that of Alan Greenspan. Soon to complete 10 years as chairman of the US Federal Reserve, he is widely called, without a hint of hyperbole, the most powerful man in the world. Mr Greenspan has already inspired a number of biographies, mostly of a hagiographical nature. But none goes quite so far as this one.

It has become axiomatic that the softly spoken Mr Greenspan is the real architect of the US economy's formidable strength today. Bill Clinton's re-election as president last autumn against heavy political odds is usually attributed to the adroit management of the economy by Mr Greenspan in the first Clinton term.

But Steven Beckner, a financial journalist, goes much further. Within months of Mr Greenspan's arrival at the Fed, he argues, the US stared over a precipice of financial and economic collapse with the

long in 1986-89 and then when recession and banking collapse struck, cutting them too low and holding them down too long until inflation threatened to take off again in the early 1990s.

But Mr Beckner's book is still a highly enjoyable account of the Greenspan years, drawing heavily on the federal open market committee minutes and interviews with leading individuals in the Fed, the administration and Congress. It conveys the extraordinary sense of almost continual emergency at the Fed as the economy lurched from stock market crash, to inflationary boom, banking chaos, exchange rate crisis, recession and faltering recovery.

The most striking lesson is not Mr Greenspan's protean talents as a reader of the economic runes, but his extraordinary abilities in handling Washington. Scarcely a page passes without an account of how administration or congressional characters of dubious economic talent but considerable political muscle tried to strong-arm the Fed into doing something it was reluctant to do.

Mr Greenspan resisted and still managed to get himself renominated for the Fed chairmanship by Bush and Clinton, presidents of rather different political views. And he secured his confirmation by a politically fractious Senate on both occasions with near unanimity.

With that kind of political achievement behind him, saving the US economy from collapse must have seemed like a piece of cake.

*Back from the Brink is available from FT Bookshop by ringing FreeCall 0500 500 635 (UK) or +44 181 324 5511 (outside the UK). Free p&p in UK.*

**LETTERS TO THE EDITOR**

Number One Southwark Bridge, London SE1 9HL

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Translation may be available for letters written in the main international languages.

**Bond markets do not expect big UK rate premium outside Emu**

*From Mr Stephen J. Davies*

Sir, Lex assures us ("Money on Labour", March 17) that since 10-year gilts currently yield 1% percentage points more than bonds, considerably lower long-term interest rates would be in store if Britain participated in Emu.

Lex may be interested to learn that the bond markets already expect the UK to have roughly the same level of interest rates as Germany by the early years of the next century.

An article published in the Bank of England's latest quarterly bulletin shows that, as of early January, the

difference between gilt and bond yields was entirely due to an expected very large gap (up to 3% percentage points) between UK and German short-term interest rates over the next few years; such an expectation is hardly surprising given the contrast between the two countries' present economic performance. Over the longer term, expected short-term interest rates were effectively the same in the two countries.

Since the markets must be giving some weight to the possibility of the UK staying out of Emu, their view must be that sterling interest rates would not, in this eventuality, be significantly higher than euro rates.

Given the obvious scope for improving the UK's domestic monetary policy framework and so further reducing UK interest and inflation expectations, it is entirely conceivable that if the UK stayed out of Emu, sterling long-term interest rates would eventually be lower than euro rates.

Stephen J. Davies, economic research executive, Institute of Directors, 118 Pall Mall, London SW1Y 5ED, UK

**US not the only sinner**

*From Mr Terence J. English*

Sir, Wow! Talk about the pot calling the black! Tracy Corrigan's article of March 17 about race in the US ("How America keeps a race apart") was incredible.

While the vast majority of Americans would readily admit we fall well short of the mark on race relations, we are working hard to correct our deficiencies. I do not know whether that is the case in the UK.

I suggest Tracy take a look in her own back yard. Maybe she should ask herself when has a minority headed Britain's armed forces or had a chance to be mayor of London, or run a leading UK investment bank?

Maybe Jessie Jackson ought to consider a branch office in the City of London.

Terence J. English, 160 Lamberthill Hopewell Road, Hopewell, NJ 08525, US

**Streets ahead**

*From Mr Marco Formentini*

Sir, While I have no objection to what Paul Betts wrote on the graffiti in Milan ("Driving deep beneath the mask", February 22/23), his statements concerning the cultural life and the condition of the streets are incorrect.

I assure you the cultural life in Milan has greatly improved. The Teatro alla Scala is ranked as the world's foremost lyric theatre.

As for the potholes, I would like to stress the fact that in the last four years both the surface and the foundation of every road in the city has been redone, reversing the appalling situation my government has inherited.

Marco Formentini, mayor of Milan, Piazza della Scala, Palazzo Marino, 20121 Milan, Italy

**Past and future generations have a place**

*From Mr Terry Thomas*

Sir, It is flattering that Lucy Kellaway accepts six of the seven partners which we at the Co-operative Bank claim for the successful long-term business ("Stakeholders step up for the generation shuffle", March 17).

But why should she balk

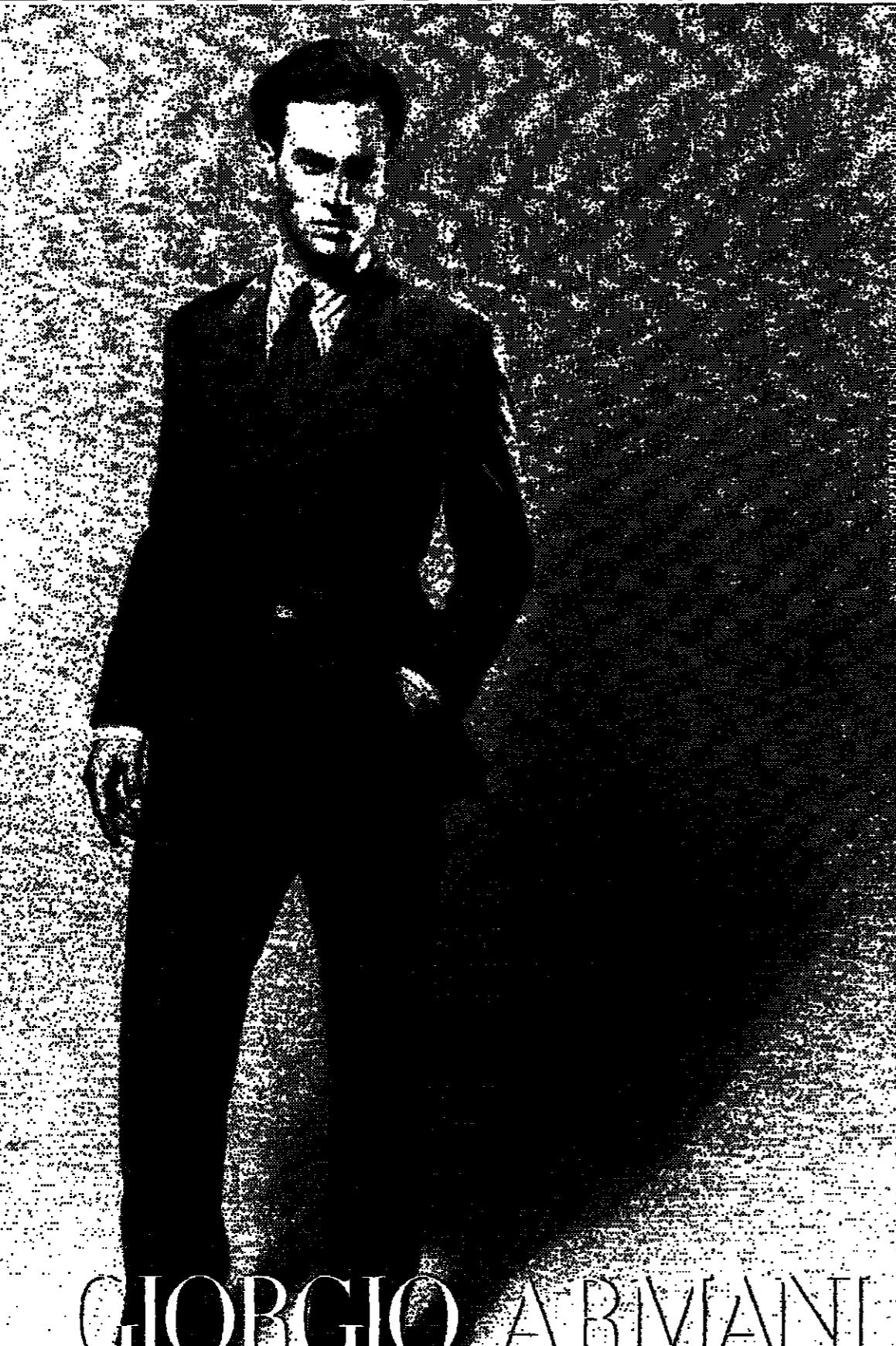
at accepting past and future generations as the seventh partners?

Serious businesses benefit from being sensitive to their past and surely no business today would ignore an environmental impact because it was two or three generations away?

Respect for the future and

any enterprise - and the results of the Co-operative Bank next month will speak for themselves.

Terry Thomas, managing director, Co-operative Bank, PO Box 101, 1 Balloon Street, Manchester M60 4EP, UK



Giorgio Armani  
COLLEZIONI

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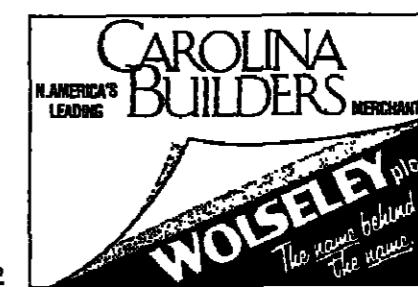
KYOCERA also produces high-tech cameras such as the *CONTAX G1*, revered by photographers worldwide.

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# FINANCIAL TIMES COMPANIES & MARKETS

Thursday March 20 1997



Week 12

## IN BRIEF

### Focus of Boeing probe revealed

The European Commission said the main focus of its extended probe into the proposed merger between US aircraft makers Boeing and McDonnell Douglas will be the impact of the deal on the market for commercial aircraft. Page 22

**SGB says merger would be harmless**

Société Générale de Belgique, Belgium's most powerful holding company, insisted the possible merger of its parent, France's Compagnie de Suez, with French utility Lyonnaise des Eaux would not harm the Belgian economy. Page 20

**LVMH drops bid to buy rest of DFS**

LVMH, the French luxury goods group, ditched attempts to buy the outstanding shares held by a minority investor in DFS, one of the world's biggest duty free shopping chains. Page 23

**Vickers up 11% to £83.3m**

Vickers, the parent company of Rolls-Royce, posted pre-tax profits up 11 per cent to £83.3m (£132.4m) while sales climbed 5 per cent to £1.2bn last year. Page 25

**Comet recovery sparks Kingfisher**

A strong recovery at the UK's Comet electrical chain combined with firm growth at the B&Q home improvement business helped Kingfisher report a 25 per cent rise in annual pre-tax profits to £388.7m (£61.8m). Page 25 and Lex

**Busang geologist killed**

A geologist who helped identify the Busang gold deposit in Indonesia fell to his death from a helicopter, his employer said. Shares in Bre-X Minerals, the small Canadian company that discovered Busang, were suspended after the announcement. Page 23

**Eni plans Mediterranean gas terminals**

Eni, the Italian oil and gas group, unveiled a plan to build giant floating liquefied natural gas terminals in the Mediterranean in a move that may boost LNG trade in the region. Page 23

**Start up of Alumbrera 'still on time'**

Alumbrera, the world's largest-ever copper and gold mining project in Argentina, is expected to start up on time despite freak weather conditions that have delayed some key parts of the project. Page 23

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#### Chief price changes yesterday

MARKET/COMPANY (DMG)	CHANGES (PPM)	PRICE	CHANGES
DMB	+ 1.37	Alcan	+ 19
Barber Colf	+ 11	Cardiff	+ 44
Wels	+ 2.65	Prometeo	+ 61
Palio	+ 2.65	Palio	+ 70
Denmark	- 10	PSA	+ 24
Dresdner	+ 0.70	PSA	+ 25
IGR	+ 0.55	PSA	+ 24
NEW YORK (29)			
American	+ 2%	Delta Steel	+ 13
Conex Int'l	+ 1%	Eastman	+ 37
Palio	+ 1%	Exxon	+ 44
Airline Dr	+ 3%	Fiat	+ 27
America Online	+ 2%	Ford Motor	+ 26
Applied Material	+ 1%	HNC Corp	+ 51
Levi	+ 3%	Honeywell	+ 23
Renault	+ 3%	Honeywell	+ 25
Stepco	+ 3%	Honda	+ 25
TOURIST (CS)			
ST	+ 19%	Scopel Ind	+ 24
Cola Enty	+ 5%	Statoil	+ 44
Korea	+ 80	Statoil	+ 25
Fiat	+ 2%	Statoil	+ 25
Light	+ 10	HSBC	+ 20
Renault	+ 15	Hungary Natl	+ 15
Stepco	+ 34%	Woolworth	+ 25
TOURIST (CS)			
Renault	+ 1%	Woolworth	+ 25
Data Ind	+ 0.25	Yester	+ 40
Primerica	+ 0.45	Yester	+ 110
Stepco Int'l	+ 0.50	Yester	+ 120
Telecom	+ 0.55	Yester	+ 120
Palio	+ 0.55	Yester	+ 45
Re Novco Int'l	+ 0.55	Yester	+ 65
UK Dr	+ 2.65	Yester	+ 20.25

New York and Toronto prices at 12.30pm.

By David Owen in Paris

The French government aims to raise between FFr30bn (£8.22bn) and FFr50bn from the partial privatisation of France Telecom, much more than previously thought.

Mr Michel Bon, France Telecom's chairman, made the announcement while unveiling the company's last annual results as a fully state-owned entity. The figures – heavily affected by one-off items – showed a 77 per cent fall in net profit from FFr9.2bn in 1994, and possibly the biggest ever.

It should by itself raise more than the government's formal target for 1997 privatisation receipts of FFr27bn. The finance ministry originally wanted to generate FFr25bn from the sale, but a decision to try for more is thought to stem from indications that investor

demand will be strong.

Mr Bon hopes the issue will attract some 2m shareholders in an operation that has the potential to reignite popular capitalism in France and restore the credibility of the government's ambitious privatisation programme. This has suffered a number of setbacks, notably last year's suspension of the planned sale of the Thomson electronics group.

The France Telecom chairman did not indicate what proportion of the company's capital would be offered to private investors, although it now seems likely this could be considerably more than the 20 per cent or so first suggested. Based on the central valuation of FFr14.7bn produced by BZW Research last July, the proportion could go as high as one-third.

The sharp decline in the net level was attributable to the impact of FFr12.4bn in non-traditional fixed telephony operations. Operating income also edged ahead from FFr29.6bn to FFr30.3bn.

The shares are expected to start trading on the Paris and New York stock markets on June 9. The formal selling period should run from May 27 to June 2.

Yesterday's financial results showed the company's turnover advancing from FFr14.7bn to FFr15.1bn, in spite of a marginal decline in the reversal of a provision for pension liabilities that is no longer needed. The company said pro forma net income before 1996 special items would have reached FFr14.5bn, against FFr7.4bn in 1995.

The pensions provision is no longer needed because the company is making a once-and-for-all FFr3.5bn payment to the state in return for the transfer of pension liabilities. This, together with a FFr16.5bn provision for an early retirement plan and FFr1.1bn for the transfer of other assets to the French state, is responsible for a fall in consolidated shareholders' equity from FFr136.3bn at the end of 1995 to FFr131.2bn a year later.

Lex, Page 18

State-owned group unveils 77% fall in net profit

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## Beijing boost over Jardine Matheson ties

John Riddick in Hong Kong

Jardine Matheson, the Hong Kong-based conglomerate, will be given equal treatment in its dealings on the mainland, according to a senior Chinese official. This is the latest sign of warming ties between the group and Beijing.

During a meeting with Jardine directors in January, Mr Lu Ping, head of China's Hong Kong and Macao Affairs Office, said there would be no discrimination against the group, according to Jardine. Hong Kong press reports said this week that Mr Lu had written to Chinese government departments telling them to treat Jardine Matheson the same as any other company.

Relations between Beijing and Jardine, one of Hong Kong's founding trading groups, have long been complicated by the company's history and colonial roots. Ties were again strained when the company de-listed its shares from the territory's stock market in 1994, having earlier shifted its legal domicile to Bermuda.

But matters have improved over the past year. In early 1996, Mr Lu suggested that Beijing would regard positively any move by Jardine to re-list in Hong Kong. Jardine officials have held several high-level meetings with Chinese officials but have played down the prospect of a re-listing.

Meanwhile, net profits at



Simon Keswick: warned over Hongkong Land's earnings

Hongkong Land, the property arm of the Jardine Matheson group, jumped from US\$255.9m to US\$649.4m, with the help of exceptional gains on the sale of its stake in Trafalgar House, now owned by Kvaerner of Norway.



## COMPANIES AND FINANCE: EUROPE

## EUROPEAN NEWS DIGEST

**AssiDomän upbeat on Russian plant**

**AssiDomän**, the Swedish forestry group, said yesterday it hoped to restart production soon at Segezhabumprum, the Russian paper sack plant it partly owns, after suspending operations earlier this month over problems in raising investment finance. Assi closed the mill in a dispute with the regional Karelian and Russian federal authorities over unresolved tax and operating issues, which hampered plans to raise \$100m-\$120m from international lenders for plant modernisation.

Assi has management control of Segezhabumprum through its 50 per cent stake in Stratton Paper, controlled by Mr Michael Dingman, a Bahamas-based entrepreneur. Stratton Paper bought a 57 per cent holding in Segezhabumprum last year. Assi said talks with the regional government had settled differences over tax, pension liabilities and local logging rights. Negotiations were being planned with Russia's federal authorities and Assi was optimistic production could resume soon. The 30,000 inhabitants of Segezha, the nearby town which relies on the mill for district heating, have been without heating for a week. *Greg McIvor, Stockholm*

**Schering sees 10-15% rise**

Schering, the German pharmaceuticals company, said yesterday it expected profits this year to rise 10-15 per cent. Sales are forecast to rise 14 per cent to more than DM53bn (\$3.57m). Mr Klaus Pohle, chief financial officer, said Schering expected strong growth from its traditional businesses in fertility control, hormone therapy and therapeutics. The group's diagnostics business, which is facing considerable price pressure, was expected to grow only slightly.

Schering forecast a 10 per cent rise in sales of its Betaseron multiple sclerosis treatment, which is sold in the US under the name Betaseron, to DM530m. The strong dollar would continue to benefit Schering in 1997. Mr Pohle said. In 1996, the weakening of the D-Mark against the dollar boosted Schering, although these gains were partly offset by the weakness of the yen. Sales in 1996 rose 13 per cent to DM5.27bn, while pre-tax profits rose 46 per cent to DM82m. *Frederick Städemann, Berlin*

**AC Milan prepares float**

AC Milan, the Italian football club owned by Mr Silvio Berlusconi, the media tycoon and former prime minister, yesterday confirmed it was considering a listing on the London Stock Exchange. However, the club said it wanted to prepare carefully the flotation, which was unlikely before 1999. AC Milan is among several Italian first division football clubs attracted to the London market by the strong demand among City investors for football shares. The club last year considered a listing on the Milan bourse, but had to abandon the plan because it could not meet the necessary Italian stock exchange requirements of three consecutive years of profits. *Paul Betts, Milan*

**Swiss bankers leave Sulzer**

Two senior executives of Union Bank of Switzerland and Credit Suisse are stepping down from the board of Sulzer, the Swiss engineering group. Sulzer said Mr Mathis Cabiallavetta, UBS chief executive, and Mr Rudolf Hug, a senior executive of Credit Suisse, were retiring. It said their moves were unrelated to a decision to award the SF3.5bn (\$2.68bn) stock market flotation of Sulzer Medica, its crown jewel, to SBC Warburg, the investment banking arm of the smallest of the big three Swiss banks. SBC Warburg and Morgan Stanley, the US investment bank, will lead-manage the initial public offering of up to 25 per cent of Sulzer Medica's shares on the US and Swiss stock markets later this year. *William Hall, Zurich*

**Telenor favoured for Greece**

Telenor, the Norwegian telecoms operator, has emerged as favoured bidder for a 30 per cent stake in Cosmote, a new state-owned mobile operator which plans to launch Greece's third cellular network in September. Telenor was judged weaker on technical grounds than Orange, of the UK, the favoured contender, but the Norwegians' financial bid of Dr27bn (\$4.21bn) was so far ahead of the Dr20.7bn offered by Orange that it swayed the balance, analysts said.

The third short-listed candidate, AirTouch of the US, was eliminated because it failed to provide all the financial and legal documents needed for the bid, officials said. *Karin Hope, Athens*

**Poland mulls telecoms sales**

Poland may see two big telecommunications public offers next year. The government plans to start the sale of Telekomunikacja Polska, the state-owned telecoms operator, in the third quarter, while RP Telecom, a private fixed-line company valued at \$14m, aims to go public by next spring. Earlier this week GE Capital, of the US, Nissho Iwai, the Japanese trading house, and Matav, an Israeli cable-TV operator, each agreed to buy an 11 per cent stake in RP Telecom, which owns operating licences covering one-quarter of Poland's population. *Christopher Bobinski, Warsaw*

**Danes award phone licences**

France Telecom, the French telecommunications group, and Telia, of Sweden, were among four companies awarded licences yesterday by the Danish Tele Agency to set up and operate DCS 1800 cellular phone systems. The two other licensees went to Denmark's partly-privatised operator Tele Danmark and the private operator Sonofon. The DCS 1800 system is built on GSM technology but using new frequencies to make room for more operators. *Hilary Barnes, Copenhagen*

**Austrian banks merge**

First Austrian Savings Bank yesterday completed its takeover of Girocredit in the second large bank merger in Austria this year. First Austrian acquired 56 per cent of Girocredit for Schfl2.2bn (\$167.27m) from a foundation close to Bank Austria, which had to sell the unit in order to get approval for the takeover of Creditanstalt in January. The price was Schfl0.04 a share, which is what Bank Austria paid two years ago, but the actual cost is reduced by a clause postponing payment until next year. The purchase raised First Austrian's total stake from 26 per cent to 82 per cent.

Separately, Creditanstalt said its current managing board would remain in office until the end of April, when a new board will be appointed by Bank Austria, the majority owner. Mr Guido Schmidt-Chiari, chairman, and the rest of the board resigned last week. *Eric Frey, Vienna*

**Adecco ahead 17%**

Adecco, the world's largest temporary employment agency, increased its net income before amortisation of goodwill by 17 per cent to SFr1.1m (\$167.27m) in 1996. The group, which was formed from last year's merger of Adia of Switzerland and Eco de France, said that difficult business conditions in France had been offset by a 23 per cent growth in revenues in the rest of Europe. Total revenues grew by 12 per cent to SFr6.5bn with a 21 per cent rise in revenues in North America and a 15 per cent gain in the Asia-Pacific region. However, under US GAAP accounting rules it reported a SFr1.1m loss after charging SFr191.5m of goodwill amortisation and SFr21.3m of merger related costs. *William Hall*

**Market principles take back seat**

'Future instead of notice': Thyssen steelworkers take to the streets of Duisburg

Reader

bank, who has been saying for months that the cost of borrowing in Germany poses no barrier to investment. It also ignored evidence that the building industry in eastern Germany had grown too large in the post-unification boom and was undergoing a painful but necessary downsizing.

Last week, workers in both the mining and building industries took to the streets to underline their fears of losing their jobs. On Tuesday, it was the turn of steelworkers.

Against the background of rising unrest, it was perhaps inevitable that Mr Johannes Rau, North Rhine-Westphalia prime minister, should host a meeting in Düsseldorf at which Krupp Hoesch and Thyssen would call a truce.

But it is unlikely that this desire for consensus will help promote the necessary restructuring of the nation's industrial base. Indeed, it could prove a hindrance. For the disinclination of Mr Kohl and Mr Rau to accommodate market forces will do nothing to lure back the foreign direct investors who have shunned Germany in recent years, contributing to its jobless crisis.

Peter Norman

**Goldman Sachs in new role**

By John Gapper,  
Banking Editor

The role played by Goldman Sachs, the US investment bank, in Krupp Hoesch's hostile approach to Thyssen is unusual for the US firm, which has tended to associate itself with defences against hostile bids.

Although it has recently shown a willingness to stick with long-standing corporate clients in the US that launch hostile bids – such as Newmont Mining's bid for Santa Fe Pacific Gold – its reputation is built on defences.

This was the basis of its strong growth in mergers and acquisitions in Europe under Mr John Thornton during the late 1980s.

Although it still prefers to defend its clients rather than launch hostile approaches, Mr Jon Corzine, Goldman chairman, has indicated it will take a more flexible approach.

Thyssen has appointed four foreign investment banks to defend it: Morgan Stanley and J.P. Morgan of the US, and SBC Warburg and Credit Suisse First Boston, of Switzerland.

ALCATEL  
ALSTHOM

**1996 Net Income:  
FF 2.7 billion.****From Recovery to Growth**

**Paris, March 18, 1997** - On March 17, 1997, Serge Tchuruk, CEO, presented the Group's audited financial statements for the year ending December 31, 1996, to Alcatel Alsthom's Board of Directors and reviewed the progress made in the recovery plan.

Net income for 1996 amounted to FF 2.7 billion, slightly higher than estimates communicated on January 30.

Alcatel Alsthom returned to profitability in 1996 due to the beginning of the recovery in the Telecom segment and capital gains realized from the non-strategic asset disposal program. These results are in line with the action plan put into place in the second half of 1995, the main objective of which was to restore Alcatel Alsthom's financial performance by 1998.

In view of these results and the outlook as seen today, the Board of Directors will propose to the Annual Shareholders' Meeting on June 19, 1997, a dividend of FF 10.00 per share, to be paid in cash, compared to FF 8.00 per share the previous year, representing a total dividend per share of FF 15.00, including tax credit.

**1996 Results**

Net sales amounted to FF 162.1 billion in 1996, compared to FF 160.4 billion in the previous year, an increase of 1% over 1995. On a comparable basis, sales were stable compared to the previous year.

Research and development expenses amounted to FF 16.6 billion, representing 10.2% of sales, the same level as last year.

Income from operations, calculated before financial results, reached FF 2.9 billion, compared to FF 0.6 billion in 1995. While showing progress, the level of income from operations remains relatively low and confirms the need to continue the vigorous actions undertaken for the Group's recovery within the established time frame.

After taking into account financial charges, restructuring costs, amortization of goodwill, and capital gains realized from the program of disposal of non-strategic assets, income before taxes amounted to FF 2.7 billion compared to a loss of FF 26.0 billion in 1995.

The objective of raising FF 10.0 billion resulting from asset sales was exceeded with the sale of FF 11.0 billion of assets in 1996, in addition to the FF 1.0 billion sold in the second half of 1996. Also, the partial disposal of the Group's participation in Havas was announced at the beginning of 1997, for an amount at least equal to FF 3.4 billion.

Income taxes amounted to FF 0.7 billion in 1996, compared to FF 1.2 billion in 1995. Share in net income of equity affiliates amounted to FF 1.0 billion compared to FF 0.2 billion in 1995. Net income, after minority interests, amounted to FF 2.7 billion compared to FF 25.6 billion in 1995.

The Group's net financial debt decreased to FF 13.1 billion in 1996 from FF 20.0 billion in 1995, after taking into account the disposal of Cofira. Gearing stood at 32% (before appropriation) compared to 61% in 1995, reflecting the return to a low level of debt.

**Segment Analysis****Telecom**

The recovery in orders in the Telecom segment (+21% over the previous year) reflects the Group's repositioning in strong growth markets such as transmission, access, mobile infrastructure and space. Sales increased by 9%. Following operating losses in 1995 and in the first half 1996, income from operation returned to a positive level in the second half of the year as indicated in earlier forecasts. For the full year, income from operations amounted to FF 0.8 billion compared to FF 3.3 billion in 1995. This recovery integrates the initial effects of productivity efforts achieved. At the same time, the reorganization of the segment by product line division has resulted in a much more efficient marketing approach.

**Cables**

Sales of the Cables segment decreased by 3% at a comparable structure and constant copper prices. The business was characterized by growth in the fiber optic, data, and high frequency cables sectors, however, a significant loss was incurred in submarine cables. Income from operations amounted to FF 2.1 billion compared to FF 2.3 billion in 1995.

**GEC Alsthom**

GEC Alsthom's sales increased by 2% in 1996 and included for the last three months of the year the Power Transmission and Distribution activities acquired from AEG. Income from operations amounted to FF 1.4 billion compared to FF 1.3 billion in 1995. GEC Alsthom maintained its level of profitability, one of the highest in its industry.

**Systems**

Sales in the Systems segment increased by 11%, half of which is attributable to the consolidation of AEG's Systems and Automation activities during the last three months of the year. Income from operations amounted to FF 0.2 billion compared to FF 0.4 billion in 1995. This segment is profitable excluding Alcatel Slette (Italy), where losses have nevertheless decreased.

The Batteries segment sales increased by 13% over the previous year. Income from operations amounted to FF 0.3 billion compared to FF 0.2 billion in 1995.

**1997-1998 Strategy and Objectives**

Parallel to the restructuring plan in progress, 1997 will be oriented to pursuing other actions to improve productivity: simplifying the Group's organization and its legal structure, optimizing real estate holdings, and reinforcing internal controls, particularly the centralization of the Group's treasury. The reduction of fixed costs which should be realized from these actions should allow annual savings of approximately FF 1.0 billion. In addition, the coordination of purchasing activities will be intensified.

As a result of actions taken during the last months and the policy of maintaining research and development efforts, the Group is now positioned to benefit from the expected growth in the telecommunications market, resulting, in particular, from the very high demand in mobile communications and the explosion of the Internet.

Alcatel possesses both specific and complementary strengths which give it a decisive advantage: the world's largest installed switching base, a leading position in synchronous transmission in Europe as well in the United States, the most complete line of access products, a strong presence in telecommunications satellites, and the world leadership in submarine cables. In all of these businesses, profitability should improve as a result of volume increase and the launch of new products benefiting from a more favorable cost structure.

In the Cables segment, the telecommunications cable markets (fiber optics, data cables, high frequency and mobile accessories) should continue to grow significantly due to the continuing demand in Europe and the United States.

The actions, already achieved or in progress, as well as our knowledge of developments in the Group's main markets, underpin the objective of a return to a satisfactory level of profitability by 1998.

"Safe Harbor" statement under the Private Securities Litigation Reform Act of 1995: This press release contains forward-looking statements relating to the Group's expectations for an improvement in profitability for 1997 and 1998. Such expectations assume that (I) efforts to simplify the Group's organization and increase internal controls will reduce fixed costs by FF 1.0 billion, (II) the Group will benefit from growth in the telecommunications market, and (III) the Group's sales volume will increase in several product markets. Actual results could differ materially from the above as a result of these or other factors.

## COMPANIES AND FINANCE: EUROPE

# La Générale dismisses speculation

By Neil Buckley in Brussels

Any merger of French utility Lyonnaise des Eaux and Compagnie de Suez would not harm Belgian economic interests, insisted Société Générale de Belgique yesterday.

La Générale, Belgium's most powerful holding company which is majority-owned by Compagnie de Suez, also dismissed speculation that its Générale de Banque unit, the country's biggest bank, was about to merge with a rival to create a "Grande Banque Belge", strong enough to compete internationally in a single-currency Europe.

The Belgian government has expressed serious concerns that a merger of France's Suez - which owns 63 per cent of La Générale - with Lyonnaise could create a conflict of interests with La Générale's biggest investment, the Tractebel utility group. Tractebel dominates

the Belgian energy sector through sizeable stakes in electricity and gas monopolies.

Mr Etienne Davignon, La Générale chairman, insisted that while such a merger would lead to integration of accounts, it would not affect its decision-making independence nor that of Tractebel.

He added that the Belgian government exercised strong regulatory controls over Electrabel, the electricity monopoly of which Tractebel controls 44 per cent, enabling it to fend off any interference.

"The public authorities of this country are doing their duty when they ask questions about the future of significant companies based in Belgium," Mr Davignon said. "But we believe we can put their fears to rest."

Mr Davignon stressed that a Suez/Lyonnaise merger remained a "hypothesis not a fact", and had not been discussed by the Suez board, of

which he is a member.

But he said Suez's current status as a pure holding company was unusual, since for much of its history it had had direct operational activities.

Acquisition of operating interests, through a merger with Lyonnaise, would be "in the tradition of Suez and not a novelty".

He added that it was inevitable that observers might suspect a "hidden agenda" in a Suez/Lyonnaise merger - the opportunity for Lyonnaise to take control of Tractebel. But he said the overlap between the two utility groups' activities was only 5 per cent.

Tractebel's move to merge with its partly-owned subsidiary Powerfin, the vehicle for its international expansion activities in recent years, would also help it defend its independence, Mr Davignon added.

The issue of new Tractebel shares in its three-for-one

share swap with Powerfin would result in dilution of La Générale's holding in Tractebel from 85 per cent to just over 50 per cent, as well as strengthening its international expansion capacities.

On the creation of a Belgian "mega-bank", Mr Davignon said he was surprised at the speculation that has swept through Belgian financial markets in recent weeks.

In spite of Générale de Banque chairman Mr Ferdinand Chaffart's comments last week that he remained "open to the idea" of a merger, Mr Davignon said there had been no contacts between the bank and the most likely merger candidate, Banque Bruxelles Lambert, since last summer.

La Générale announced an 11 per cent increase in 1996 consolidated net profits to BFr11.09bn (US\$320.4m), with strong increases in the contribution of both Tractebel and Générale de Banque.



Etienne Davignon: 'We can put their fears to rest'

## Orange, blue and back to black at Alcatel

**I**t is not only in its shape that Alcatel Alsthom's new bid for Thomson-CSF, the French defence electronics giant, differs from last year's offer for the entire Thomson group. The style of its presentation will be radically different as well.

This became clear this week when the French telecoms and engineering group used its annual results presentation to deliver a slick 32-page pamphlet - in tasteful blue and orange - on its plans for Thomson-CSF.

It recently confirmed it would make a joint offer for

the company with an arm of Dassault, the aircraft maker. Bidders are being asked to make preliminary offers by March 23.

Last year, Mr Serge Tchuruk, Alcatel chairman, said virtually nothing about the group's plans for Thomson for almost six months after making public his interest in a possible takeover.

As this week's document made clear, the two bidders are still proposing that Aerospatiale, the state-owned aircraft maker expected soon to merge with Dassault, should join in their

plans after Thomson-CSF has been privatised.

The French authorities this month excluded Aerospatiale from being a candidate in the Thomson-CSF sale, either alone or in a joint bid, in a move initially portrayed as a blow to Alcatel; Mr Tchuruk had earlier indicated Alcatel was in talks with Aerospatiale and Dassault to mount a joint Thomson bid.

But the Alcatel chairman has asserted he was "not at all astonished" at Aerospatiale's exclusion. Had the state-owned entity been

cleared to proceed in a joint bid with the two private companies, he argued, it would have meant the government had in effect decided which bid to choose.

If the Alcatel-Dassault bid were successful, Mr Tchuruk said, the company would be "very open" to "targeted" joint ventures with other European defence companies, such as GEC of the UK and Dasa of Germany.

He seemed pessimistic about prospects for a rapprochement with Lagardère, the other expected bidder for Thomson-CSF. The missiles

to-magazines conglomerate last year appeared to have won the duel for Thomson, but the sale was suspended after an independent commission rejected the terms of its offer.

If Tchuruk made his comments as Alcatel unveiled a strong recovery in net profits, to FF12.7bn (\$477m) from a loss of FF22.6bn in 1995. Last year's figures included FF23.1m in exceptional provisions and depreciation charges from a restructuring programme launched in 1995. Operating income surged from FF600m to

FF2.9bn, on sales that edged up from FF16.4bn to FF16.2bn.

The company plans a dividend of FF1.01 a share, after FF8 last year.

The core telecoms unit remained in the red on significantly higher sales, but the operating loss was cut from FF2.3bn in 1995 to FF200m.

Net debt fell sharply from FF20bn to FF13.1bn, helped by the disposal of FF11bn of assets. Gearing was cut from 61 per cent to 32 per cent.

David Owen

## INTERNATIONAL NEWS DIGEST

### JCI to review group structure

JCI, the South African mining group sold by Anglo American to a consortium of black investors, has begun a strategic review of its traditional mining house structure. Mr Mzi Khumalo, who took over as chairman on Monday, said he would examine the future of all the group's assets, which span coal and base metals, gold, chrome and financial investments. The review was intended to achieve "the best returns over a four to seven-year period", he said.

The weak rand had buoyed the contribution to group earnings from gold, from 14 per cent to 30 per cent in the six months to December 31. Coal and base metals contributed 39 per cent over the same period, compared with 23 per cent from financial investments and 8 per cent from chrome. "We will take out the financial investments," Mr Khumalo said in an interview. He refused to speculate on the future of the other operations. His African Mining House has been battling to finance the acquisition of a controlling 37 per cent stake in JCI, which it purchased in November for R2.9bn (R657m), a premium of about 10 per cent to the market price. Mr Khumalo criticised "a short-term approach among local institutions. We have 84m oz of gold reserves, but everyone is asking what the share price will be in December", he said.

The purchase will be financed by the issue of new shares in Salife, the life insurer which is part of Mr Khumalo's Capital Alliance, a diversified financial services group. JCI reported a robust performance in the six months to December 31. Total income rose by a quarter to R244m. Earnings per share increased from 111 cents to 115 cents. The interim dividend was 1 cent higher at 25 cents.

Mark Ashurst, Johannesburg

## Pernod Ricard ahead

Pernod Ricard, the French wine and spirits company, said yesterday 1996 net profit rose 7.9 per cent to FF1.19bn (\$310m) from FF1.11bn in 1995, largely on a reduction in financial charges. The figures were in line with analysts' expectations. It said financial charges in 1996 fell 23 per cent to FF208m from FF271m. Operating profit,

calculated before financial charges, only rose 3.4 per cent to FF1.94bn from FF1.87bn in 1995. Pernod Ricard said 1996 sales, which grew 5.5 per cent to FF16.81bn, were helped by a general rise in foreign currencies compared with the French franc. The net effect of acquisitions and divestitures in 1996 cut FF1.8m from sales. Sales were evenly divided between alcoholic and non-alcoholic beverages. By geographic breakdown, 38 per cent of sales were in France, 42 per cent in the rest of Europe and 20 per cent in the rest of the world.

AP-DJ, Paris

## Bic ahead 14% despite sharp rise in charges

By Andrew Jack  
in Paris

per cent was the result of exchange rate fluctuations, especially the rise in the value of the dollar against the franc.

Sales growth was "moderate" in Europe, "reasonable" in South America and stronger in North and Central America.

Net sales rose 6 per cent to FF6.4bn, and operating profit by 15 per cent to FF1.2bn in spite of a rise in marketing, commercial and research and development expenditure in the Bic division.

Turnover in the Guy Laroche luxury clothing division dropped from FF7.32m to FF7.35m, and operating losses increased from FF44m to FF45m, partly because of the closure of the Gaston Jaunet prêt-à-porter business.

The Bic division, which encompasses its principal products, reported an increase of 8 per cent to FF6.1bn in sales, of which 2

buy-back of minority shareholders in Bic Corporation of the US.

The charges were offset by an exceptional gain of FF55m from interest payments and the refund of stamp duties paid in prior years by Bic on increases in its share capital.

Interest income fell 57 per cent to FF66m, reflecting the fall in interest rates.

The group said there would be a final dividend of FF6.8m a share payable in July, on top of an interim dividend of FF5.5m paid in January.

Bic said the German authorities had recently approved its acquisition of Tipp-ex, the "liquid paper" correcting fluid group, acquired in January for an undisclosed sum.

This announcement appears as a matter of record only

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March 1997

TOTAL		1996			
<b>Consolidated accounts</b>					
(in Millions of Francs)					
Sales					
1996	1995	1996	1995		
Operating Results	10,755 <sup>a</sup>	7,441 <sup>b</sup>			
Net Income (Group Share) Before Non-recurring Items	3,703				
Net Income (Group Share)	2,948	2,948			
Earnings per Share (in FF) <sup>c</sup>	15.8 <sup>d</sup>				
Earnings per ADR (in \$) <sup>e</sup>	1.58 <sup>f</sup>				
<sup>a</sup> Based on fully-diluted weighted-average number of shares					
<sup>b</sup> Excluding the revised application of FAS 121 in 1995 which leaves the book value of assets in their original condition					
<sup>c</sup> Excluding non-recurring items					
<sup>d</sup> Using the average exchange rate for the year: FF7.51.12 in 1996, FF7.4.99 in 1995					
<sup>e</sup> Excluding FAS 121 charge of FF 0.5 billion					
<sup>f</sup> Excluding charge of FF 1.3 billion for the revised application of FAS 121					
<b>Operating income</b>					
(in Millions of Francs)					
Upstream	4,470 <sup>a</sup>				
Downstream	1,300				
Chemicals	1,571				
Operating Income	10,755 <sup>a</sup>	7,441 <sup>b</sup>			
<sup>a</sup> Excluding FAS 121 charge of FF 0.5 billion					
<sup>b</sup> Excluding charge of FF 1.3 billion for the revised application of FAS 121					
<b>Environmental factors</b>					
(in Millions of Francs)					
Average Brent price	17.04	5.61			
Average refining margin	11.4	5.0			
Dollar/Franc exchange rate	4.99	7.3			
<b>TOTAL S.A. ACCOUNTS AND PROPOSED DIVIDEND</b>					
The net result of the parent company, TOTAL S.A., rose to FF 5.156 billion in 1996 versus FF 5.552 billion in 1995. The Board of Directors of TOTAL, after closing the accounts, has decided to propose at the Annual General Meeting on May 21, 1997, a 21 percent increase in the net dividend per share to FF 10.50, which has in addition the associated <i>avoir fiscal</i> tax credit of FF 5.25 per share. It will not propose renewing the option to receive the dividend in the form of					
company shares. Given TOTAL's strong balance sheet and the level of cash flow, it is no longer necessary to increase the company's equity. TOTAL's shareholders can fully benefit from the company's growth without the dilution created by new shares.					
The Board of Directors will also propose at the Meeting to nominate, for three-year terms as directors, Mr Daniel Bouton, Chief Executive Officer of Société Générale and Mr Bruno Ribeyron Montmarin, a manager of TOTAL.					
1996 DIVIDEND CALENDAR					
May 21, 1997					
Annual General Meeting					
June 5, 1997					
Ex-dividend and payment date (Ordinary shares)					
Société Anonyme Capital Stock: FF12,106,279,400. Head Office: Tour TOTAL 24, cours Michelet, Puteaux (Hauts de Seine) R.C.S. Nanterre B 542 051 180.					

airliners

Microsoft and  
in server  
ware pact

## COMPANIES AND FINANCE: THE AMERICAS

# LVMH drops plan to buy rest of DFS

By Andrew Jack in Paris

LVMH, the French luxury goods group, yesterday said it had abandoned its bid to acquire the outstanding shares held by a minority investor in DFS, one of the world's biggest duty free shopping chains, in the latest twist in its bitter takeover battle.

In a curt five-line statement, the group said its board had resolved yesterday not to pursue negotiations to acquire the 38.75 per cent stake held in DFS by Mr Robert Miller, and so he and LVMH would "together continue as shareholders". It refused to make any further comment.

Its action comes after the group paid FFr12.6bn (\$2.2bn) to buy a 58.75 per cent stake in DFS at the end of October last year from two of its shareholders, which it subsequently

increased to 61.25 per cent after persuading a third investor to cede his stake.

The latest development comes only three weeks after LVMH, headed by Mr Bernard Arnault, stressed that it was "nearing completion" of a deal to buy Mr Miller's stake on terms similar to the ones agreed with the other investors.

It echoes similar difficulties experienced by LVMH in November last year, when it announced that it had acquired control of Chateau d'Yquem, one of the world's most exclusive and expensive wine producers, only to be contradicted by family shareholders who launched a strong counter-attack.

One analyst argued yesterday that LVMH was still keen to obtain full control of DFS, and that yesterday's statement might simply be part of an exercise in bluff in the continuing battle over

the price that Mr Miller would be willing to accept for his stake.

Mr Miller, a flamboyant billionaire, and Mr Anthony Pilaro, a tax lawyer who owned 2.5 per cent of the company, had originally made their own offer to buy out the two other shareholders. When LVMH's rival bid was accepted, the two investors took legal action.

They argued that the transaction violated the "wise man agreement" designed to ensure that shareholders were not also acting as suppliers to the company. Kohlberg Kravis Roberts, the US buy-out firm, also subsequently expressed an interest in bidding for DFS.

LVMH is due to report its 1996 results today. DFS published at the start of this month preliminary income from operations during the year of FFr1.73bn.

## AMERICAS NEWS DIGEST

## PointCast plays down takeover talk

PointCast, the developer of "push" software which turns the Internet into a medium more like television, yesterday moved to quell speculation that it was about to accept a bid from News Corporation, the global media group controlled by Mr Rupert Murdoch. Mr Chris Hassett, chief executive of PointCast, did not deny that talks had taken place, but he played down their significance. "While PointCast has been approached from time to time by unsolicited acquirers, our present intention is to remain independent," he said.

Investment bankers said PointCast may have considered a bid because market conditions for high-tech flotations have worsened, but News Corp and PointCast were reported to be far apart on price. In its statement, PointCast suggested a public offering was still a possibility.

Nicholas Denton, San Francisco

### Lilco assets to be sold

Brooklyn Union Gas and Long Island Lighting Co (Lilco) are to sell Lilco's electric transmission and distribution system, substantially all of its regulatory assets, and its share of the Nine Mile Point 2 nuclear plant to Long Island Power Authority (LIPA).

LIPA will pay cash for stock valued at about \$2.5bn in a holding company to be formed by Brooklyn Union and Lilco. The companies said the yet to be named holding company would include Brooklyn Union's entire operations and Lilco's natural gas distribution system, non-nuclear electric generating assets and certain other assets.

Brooklyn Union and Lilco announced their intention to merge on December 29 1996, creating a \$4bn electric and gas company.

Reuter, New York

### IBM in software buy

International Business Machines plans to buy a majority stake in NetObjects, a privately-held supplier of software used by businesses to build Internet Web sites. IBM said the investment reflected its strategy to champion leading Internet technologies that help businesses exploit network computing.

NetObjects, headed by Mr Samir Arora, said it would continue to operate as an independent company that supports leading platforms and standards. NetObjects has partnerships with other computer industry leaders including AT&T, Microsoft, Netscape Communications, Sun Microsystems and WorldCom.

Mr Michael Zisman, executive vice-president at Lotus, will join the NetObjects board and will represent IBM's interests. The original investors, the management team and employees of NetObjects will retain investment interests. No further details of the transaction were disclosed.

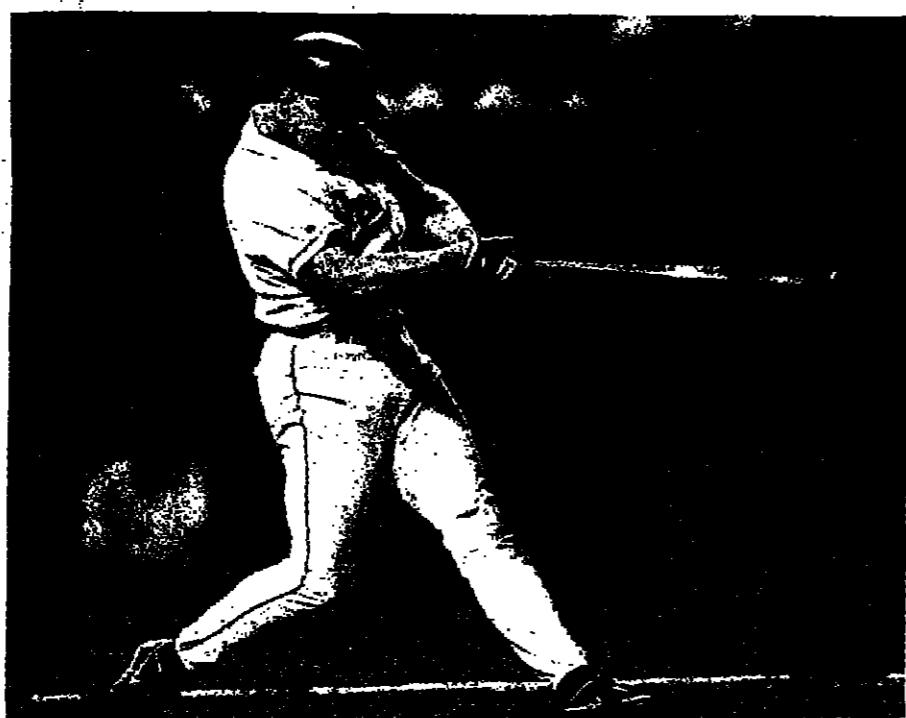
Reuter, New York

### Chilectra to invest \$250m

Chilectra, Chile's largest electricity distributor, plans to invest \$250m this year in power companies it owns in Argentina, Brazil and Peru, said Mr Marcos Zylberman, general manager. The company will invest \$10m in Edesur in Buenos Aires, \$100m in Rio de Janeiro distributor CERJ, and \$45m in Lima-based Edenor. It will also spend 18bn pesos (\$46m) in Santiago this year, up 11 per cent in its investment in the city last year.

Chilectra is about 75 per cent owned by power investment company Eneresis. The company's local investments, which include four new sub-stations, will be financed from its own resources.

Reuter, Santiago



Pepsi-Cola, the US drinks company, officially unveiled its five-year marketing agreement with Major League Baseball, reports AP-DJ from New York. The deal makes Pepsi the official soft drink of Major League Baseball and gives the company exclusive rights to use Major League Baseball's trademarks in advertising, packaging, merchandising and promotions. Financial terms were not released. The picture shows Cal Ripken of the Baltimore Orioles.

Patricia Alipio

# HSBC takes seats on Serfin board

By Daniel Dombey in Mexico City and George Graham in London

HSBC Holdings, the international financial group which yesterday announced plans to invest \$300m in Grupo Financiero Serfin, will take three seats on the board of the troubled Mexican banking group.

HSBC's 1.93 per cent stake will show in the accounts as an investment, but the board seats indicate it intends to play a role in the management of the group, which owns Banca Serfin, Mexico's third largest bank.

Before the deal can go ahead, Serfin's balance sheet will have to be strengthened by asset and equity sales.

"This agreement does not mean that Serfin will be profitable," said Mr José García-Cantero, head of Latin America research at Salomon Brothers in New York. "But it does mean that the bank is far from defaulting or going bankrupt."

In London, HSBC shareholders were critical in principle of the idea of a minority stake which does not carry full control, but acknowledged it was a small venture for a bank which by some estimates will have more than \$4bn (\$6.36bn) of surplus capital by the end of this year. Nevertheless, one London broker commented: "It's amazing how many sins one can mask with the comment 'relative to the size of the group as a whole'."

Analysts were yesterday cautious about how much difference the HSBC agreement would make to Serfin's prospects. Midway through trading yesterday Serfin's B shares had fallen 2.5 per cent to 3.4 pesos.

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## COMPANIES AND FINANCE: THE AMERICAS

# Brussels probe into Boeing to focus on airliners

By Emma Tucker in Brussels

The main focus of the European Commission's extended investigation into the proposed merger between US aircraft makers Boeing and McDonnell Douglas will be the impact of the deal on the market for commercial aircraft, the Commission said yesterday.

The investigation will also examine how Boeing stands to benefit from access to military technology and

funding as a result of the merger. Confirming the opening of an in-depth investigation into the deal, the Commission's competition authorities said they were concerned the merger would strengthen Boeing's leading position in the market for commercial jet aircraft.

"With a market share of more than 60 per cent, Boeing is by far the leading player in the overall world market for commercial jet aircraft of

more than 100 seats," said a statement from Mr Karel Van Miert, the competition commissioner. "Following the proposed merger, there will be a further increase in Boeing's market share and only one remaining competitor, Airbus."

The merger, notified to the Commission last month, will create the largest aerospace company in the world. Not only would it command three-quarters of the world's \$50bn a year commercial

airliner market, it would also boast annual defence sales of more than \$10bn.

The Commission said that without taking into account the recently completed acquisition of Rockwell Defence and Aerospace, Boeing would approximately triple its defence and space activities through the merger with McDonnell Douglas. Some 70 per cent of McDonnell's total business is related to defence and space.

Therefore, the Commission said it intended to examine the impact of the large increase in Boeing's defence and space business on the commercial side of its activities.

"McDonnell Douglas has access to codies of Pentagon funds that could be used by Boeing on the civil side," one Brussels competition lawyer said. "Government funded research and development could also spill over into the civil side."

One other element for examination is the increased bargaining power vis-à-vis equipment suppliers that the merged companies would enjoy.

The Commission has four months to complete its investigation, during which time US antitrust officials will also be completing their probe into the deal. Brussels is likely to send out a formal statement of objections after roughly the first five weeks of the investigation.

## Caracas prepares Cadafe for the block

Troubled Venezuelan power company faces being broken up amid draconian cost-cutting

In spite of vast energy resources and one of the first power generation networks in South America, Venezuela has one of the most inefficient power companies, the state-owned Compañía Anónima de Administración y Fomento Eléctrico (Cadafe).

Of the 27,000 gigawatt-hours that Cadafe produces annually, an astonishing 38 per cent is lost due to administrative and technical inefficiency as well as illegal tapping of transmission wires.

With Cadafe on the verge of collapse, the government has appointed new managers to restructure and streamline operations in preparation for eventual privatisation. "As it is, the company simply has no future in the long term," says Mr Luis Andres Rojas, who was appointed president of Cadafe last August.

Under the privatisation plan, Cadafe will be split into between seven and nine "independent and economically attractive" units, which are eventually to be sold. The plan also calls for draconian cost-cutting measures, primarily reductions in personnel and financial costs.

Mr Rojas and his team of consultants, engineers and accountants face a daunting task. The government has given them until the end of this year to turn around a debt-ridden, inefficient and corrupt company, without

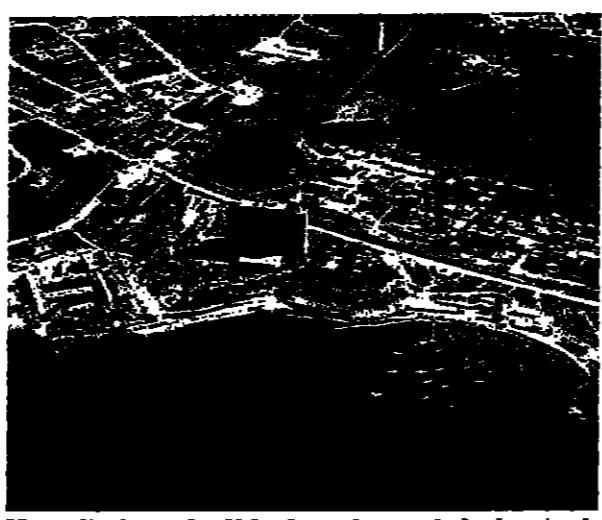
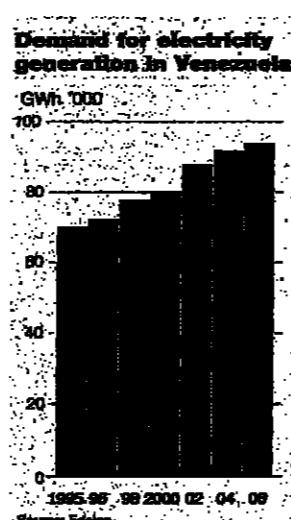
much outside support. Like other public enterprises in Venezuela, Cadafe has for years been managed on political rather than corporate criteria.

According to Mr Rojas, an estimated 3,000 of Cadafe's 28,000 employees will have to be made redundant. Yet dealing with 37 labour unions to cut generous worker benefits and redundancy costs will not be an easy task. Cadafe employs some 500 former and present union leaders under life-time contracts with per-diems and travel allowances.

In an effort to pre-empt labour opposition, Cadafe's management has emphasised restructuring and early retirement programmes as part of its labour strategy. According to Mr Daniel Duran, union leader and labour director on Cadafe's board, the strategy seems to be working. He claims workers are not being consulted about the privatisation process, but says most unions are unable or unwilling to influence it.

Cadafe's new management is also busy putting the company's books in order. Since 1992, no external auditor has found that Cadafe's books accurately reflect its financial situation. In 1985, one firm refused to audit Cadafe for lack of accurate financial information.

The company also needs \$1bn of investment. Outdated equipment increases



Margarita time: sale of island complex may be back on track

ingly leads to power loss and black-outs. According to Mr Carlos Sanchez, vice-president of planning, Cadafe made operating profits of Bs20bn (\$41.8m) last year but is expected to register a net loss, largely as a result of the financial burden of its \$2.3bn debt to the central government.

Delayed rate increases last year heightened Cadafe's financial troubles and led to a bitter stand-off between the power industry and the government. Currently Cadafe sells a kilowatt-hour for an average of Bs16 (3.3 US cents) and generates it at an average cost of Bs14/Bs15.

A recent executive decree aims to pave the way for a new rate system. Yet Mr

Carlos Pérez, who heads the industry association Caveinal, warns that problems persist. "The regulatory agency is guided by political rather than technical criteria and without a clear rate system no foreign investor will put money here."

Delayed rate increases last year heightened Cadafe's financial troubles and led to a bitter stand-off between the power industry and the government. Currently Cadafe sells a kilowatt-hour for an average of Bs16 (3.3 US cents) and generates it at an average cost of Bs14/Bs15.

The privatisation of Cadafe and other public power companies will also require legislative reforms to restrict authority that municipalities have over local power companies.

According to the reform-minded Mr Sanchez, who joined Cadafe with Mr Rojas, mayors and governors are hesitant to give up such power, which they often use to fix date for the sale of the Margarita complex until we have a tariff regime that guarantees a reasonable rate of return," says Mr Jesus Castellano at the FIV. He estimates the Margarita sale could go ahead in June or July this year.

Mr Sanchez remains confident that an additional Cadafe unit, the Monagas/Delta Amacuro division in eastern Venezuela, can be sold in late 1997 or early 1998. Yet with the 1998 presidential election campaign heating up, sacking workers and selling assets in a strategic sector of the economy could be a task left for the next administration.

Raymond Colitt

If Cadafe were to negotiate with each of the 289 municipalities it serves, he adds, the privatisation process would be stalled indefinitely. Government officials say they are fine-tuning a comprehensive legislative proposal before presenting it to congress sometime in March.

Eager to celebrate a successful privatisation in the

power sector, the state privatisation agency, Fondo de Inversiones de Venezuela (FIV), is now struggling to get the long-delayed sale of the Margarita Island complex under way. Operated by Cadafe, the complex comprises two thermo-electric power plants, an underwater transmission line, and a distribution and transmission network. With a 30 per cent growth in demand for power expected over the next five years, the island's tourism-driven economy is an attractive market.

Cadafe is working with the FIV and the ministry of energy to establish a tariff structure exclusively for the island. "We are not going to fix a date for the sale of the Margarita complex until we have a tariff regime that guarantees a reasonable rate of return," says Mr Jesus Castellano at the FIV. He estimates the Margarita sale could go ahead in June or July this year.

Mr Sanchez remains confident that an additional Cadafe unit, the Monagas/Delta Amacuro division in eastern Venezuela, can be sold in late 1997 or early 1998. Yet with the 1998 presidential election campaign heating up, sacking workers and selling assets in a strategic sector of the economy could be a task left for the next administration.

Raymond Colitt

## Microsoft and HP in server software pact

By Nicholas Denton  
and Louise Kehoe  
in San Francisco

mod investigating how NT works on Hewlett-Packard servers.

For the moment, only Hewlett-Packard machines powered by Intel microchips are compatible with Microsoft's operating software, and larger servers using so-called Risc chips still use Unix.

However, Hewlett-Packard plans to offer Windows operating software across its whole product range from 1998, when a powerful new chip being developed with Intel comes into production.

Microsoft grew out of the success of its Dos and Windows operating systems for desktop computers, and word-processing and spreadsheet applications such as Microsoft Word and Excel. In the early 1990s, it launched Windows NT, a more robust version of its operating system designed for servers such as the computers used on trading floors.

Until recently, Digital Equipment was the main server manufacturer aligned with Microsoft. But Hewlett-Packard's move shows even "Unit houses" are responding to the adoption of the operating system. It leaves rivals to Microsoft such as Sun Microsystems and International Business Machines in a more isolated position.

All of these securities having been sold, this advertisement appears as a matter of record only.

**12,429,548 Shares**

**American Standard Companies Inc.**

**Common Stock**  
(par value \$0.01 per share)

**2,485,910 Shares**

This portion of the offering was offered outside the United States by the undersigned.

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**Smith Barney Inc.**

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**Société Générale**

**Yamaichi International (Europe) Limited**

**9,943,638 Shares**

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Securities Corporation

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**NOTICE OF EARLY REDEMPTION**

To the holders of  
**Birmingham Midshires Building Society**  
(the "Society")  
**\$200,000,000**  
**Floating Rate Notes due 1998**  
(the "Notes")

NOTICE IS HEREBY GIVEN THAT, pursuant to Condition 6(e) of the Notes and all of the outstanding Notes will be redeemed at their Principal Amount together with accrued interest to the Redemption Date.

Payment of Principal and interest will be made against presentation and surrender of the Notes with all associated Coupons pertaining thereto at the principal office of any of the Paying Agents or at the principal office of the Paying Agent in London or, at the option of the holder, at any specified office of any Paying Agent by transfer to a pounds sterling account maintained by the payee with a bank in London or, if the holder becomes valid and the payment shall be made in respect thereof, with a Commercial Bank in London, provided for by agreement with periods of ten years and five years respectively, from the Relevant Date, as defined in Condition 7 of the Notes.

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**Paying Agents**

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L-1009 Luxembourg

**Birmingham Midshires Building Society**  
By: Morgan Guaranty Trust Company of New York  
as Principal Paying Agent

Dated March 20, 1997

**BANQUE NATIONALE DE PARIS**

**PROGRAMME FOR THE ISSUANCE OF DEBT INSTRUMENTS USD 200,000,000**

Undated Sub-subsidized step-up Floating Rate Notes Series #N°92 Tranche I

Notice is hereby given that the rate of interest for the period from 20 March 1997 to 20 June 1997 has been fixed at 6.25 per cent per annum. The coupon amounts due for this period are USD 15.97 per USD 100,000 and USD 1,597.22 per denominated of USD 100,000 and are payable on the interest payment date 20 June 1997.

**Principles for calculating the interest rate**

Interest rates are determined for every half-year period by averaging the rates of the last six months. The interest rate for the first half-year period is based on the rate of interest for the period from 20 March 1997 to 20 June 1997. The interest rate for the second half-year period is based on the rate of interest for the period from 20 June 1997 to 20 December 1997. The interest rate for the third half-year period is based on the rate of interest for the period from 20 December 1997 to 20 March 1998. The interest rate for the fourth half-year period is based on the rate of interest for the period from 20 March 1998 to 20 June 1998. The interest rate for the fifth half-year period is based on the rate of interest for the period from 20 June 1998 to 20 December 1998. The interest rate for the sixth half-year period is based on the rate of interest for the period from 20 December 1998 to 20 March 1999. The interest rate for the seventh half-year period is based on the rate of interest for the period from 20 March 1999 to 20 June 1999. The interest rate for the eighth half-year period is based on the rate of interest for the period from 20 June 1999 to 20 December 1999. The interest rate for the ninth half-year period is based on the rate of interest for the period from 20 December 1999 to 20 March 2000. The interest rate for the tenth half-year period is based on the rate of interest for the period from 20 March 2000 to 20 June 2000. The interest rate for the eleventh half-year period is based on the rate of interest for the period from 20 June 2000 to 20 December 2000. The interest rate for the twelfth half-year period is based on the rate of interest for the period from 20 December 2000 to 20 March 2001. The interest rate for the thirteenth half-year period is based on the rate of interest for the period from 20 March 2001 to 20 June 2001. The interest rate for the fourteenth half-year period is based on the rate of interest for the period from 20 June 2001 to 20 December 2001. The interest rate for the fifteenth half-year period is based on the rate of interest for the period from 20 December 2001 to 20 March 2002. The interest rate for the sixteenth half-year period is based on the rate of interest for the period from 20 March 2002 to 20 June 2002. The interest rate for the seventeenth half-year period is based on the rate of interest for the period from 20 June 2002 to 20 December 2002. The interest rate for the eighteenth half-year period is based on the rate of interest for the period from 20 December 2002 to 20 March 2003. The interest rate for the nineteenth half-year period is based on the rate of interest for the period from 20 March 2003 to 20 June 2003. The interest rate for the twentieth half-year period is based on the rate of interest for the period from 20 June 2003 to 20 December 2003. The interest rate for the twenty-first half-year period is based on the rate of interest for the period from 20 December 2003 to 20 March 2004. The interest rate for the twenty-second half-year period is based on the rate of interest for the period from 20 March 2004 to 20 June 2004. The interest rate for the twenty-third half-year period is based on the rate of interest for the period from 20 June 2004 to 20 December 2004. The interest rate for the twenty-fourth half-year period is based on the rate of interest for the period from 20 December 2004 to 20 March 2005. The interest rate for the twenty-fifth half-year period is based on the rate of interest for the period from 20 March 2005 to 20 June 2005. The interest rate for the twenty-sixth half-year period is based on the rate of interest for the period from 20 June 2005 to 20 December 2005. The interest rate for the twenty-seventh half-year period is based on the rate of interest for the period from 20 December 2005 to 20 March 2006. The interest rate for the twenty-eighth half-year period is based on the rate of interest for the period from 20 March 2006 to 20 June 2006. The interest rate for the twenty-ninth half-year period is based on the rate of interest for the period from 20 June 2006 to 20 December 2006. The interest rate for the thirtieth half-year period is based on the rate of interest for the period from 20 December 2006 to 20 March 2007. The interest rate for the thirty-first half-year period is based on the rate of interest for the period from 20 March 2007 to 20 June 2007. The interest rate for the thirty-second half-year period is based on the rate of interest for the period from 20 June 2007 to 20 December 2007. The interest rate for the thirty-third half-year period is based on the rate of interest for the period from 20 December 2007 to 20 March 2008. 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The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 March 2015 to 20 June 2015. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 June 2015 to 20 December 2015. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 December 2015 to 20 March 2016. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 March 2016 to 20 June 2016. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 June 2016 to 20 December 2016. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 December 2016 to 20 March 2017. The interest rate for the fortieth half-year period is based on the rate of interest for the period from 20 March 2017 to 2

## COMPANIES AND FINANCE: UK

## First production line for Rolls-Royce

By Haig Simonian in Crewe

The loudest thing in a Rolls-Royce may still be its traditional clock, but even Britain's most timeless car-maker is changing the way it builds its products.

At the Crewe factory of Rolls-Royce Motor Cars, a revolution is taking place. Work has advanced on installing the first production line in the group's history as part of a £40m (£63.6m) investment by Vickers, its parent company.

Yesterday, Vickers announced an 11 per cent rise in pre-tax profits to £23.3m for 1996 while sales climbed 5 per cent to £1.2bn.

Rolls-Royce's new production line will not do away with the 77 craftsmen in the woodshop, nor the 90 skilled

staff working on chrome "brightware", such as the famous Spirit of Ecstasy mascot. However, the line - which will replace the former practice of wheeling vehicles around the factory - should improve productivity ahead of Rolls-Royce's first new saloon car in about 20 years, Mr Graham Morris, chief executive, said.

Mr Morris, who took over on March 1, said he expected the new model to spur a 50 per cent rise in unit sales when it comes out some time before 2000. "That is the least we need to reward Vickers with the profit back for the extra capital that's going in," he said.

Although sales of Rolls-Royce and Bentley cars climbed by 12 per cent to 1,744 units last year, that is

still far short of its peak of 3,300 cars in 1990.

Mr Morris would not say when the new car would appear. However, other changes at Crewe suggest it may not be far off. In another part of the plant, installation of the company's first body welding shop is also nearing completion. Welding together bodies on-site, rather than buying them in, should improve quality and cut working capital, said Mr Morris. Bodies for the current saloon cars have been built by Rover in batches of several hundred at a time and stored at Crewe until required.

The investment in body assembly followed the decision in 1994 to purchase engines for the new range from BMW of Germany.



Traditional skills alongside computer controlled technology in the paint plant

Shares rise 10% on possible tie-up with Shell in Bangladesh

## Cairn value rises above £1bn

By Jane Martinson

The market valuation of Cairn Energy, the UK oil independent, passed the £1bn mark yesterday when it announced a possible tie-up with Royal Dutch Shell in Bangladesh.

The shares rose 56p to 634p, making the company the third largest in the sector at £1.07bn (£1.7bn).

Cairn said that joint venture discussions with the Anglo-Dutch oil giant were

likely to be finalised in the next few weeks. Mr Bill Gammell, chief executive, said: "We are fairly confident that we will be able to come to some agreement."

The tie-up is expected to involve the two groups applying jointly for the latest round of exploration licences in Bangladesh.

But the involvement could go further, with both groups interested in the development of Asian gas.

Cairn intends to spend about £80m on exploration

approached by a number of companies interested in a tie-up. The latest round of about 13 licences in the area is understood to have attracted 85 companies.

Cairn's involvement in Bangladesh, which it first entered four years ago, has been the main driver to the company's growth from a valuation of 56m in 1992. It expects to produce its first gas from the area next April.

Cairn intends to spend about £80m on exploration

and development this year, more than twice that of 1996.

Net income fell to £2.25m (£2.8m) last year. The 1995 figure was flat after a £1.49m disposal gain. Net cash stood at £33m.

Turnover rose 88 per cent to £36.5m (£21.7m), while operating profits jumped to £7.31m (£1.02m), chiefly because of acquisitions and higher oil prices.

Reserves increased tenfold to 189m barrels of oil a day last year.

## Recovery at Comet sparks Kingfisher

By Christopher Price

Comet showed the biggest improvement, lifting operating profits six times to £20.2m on sales 20 per cent higher at £702m. Most of the increase was attributed to improvements in the division's cost base and organisation. Like-for-like sales up 3.8 per cent.

Profits at B&Q rose 75 per cent to £97.2m. Sales were 14 per cent ahead at £1.46bn, with like-for-like sales improving 10 per cent.

The rise, which came from Woolworths, the high-street store.

Sir Geoffrey Mulcahy, chief executive, said the results showed Kingfisher had moved into a strong position in its various markets, and predicted further cost efficiencies and organic growth. He warned, however, that the consumer market was likely to remain sluggish.

He refused to comment on market speculation linking Kingfisher to the Littlewoods high-street business, currently up for sale.

Wickes, the troubled DIY group, or BUT, the French furniture and electrical retailer in which it holds a 26 per cent stake.

## RTZ-CRA revamp will cut costs

By Jane Martinson and Nikki Tait in Sydney

RTZ-CRA, the world's largest mining company, is to rationalise its management structure in a move which will lead to estimated cost savings of between \$50m and \$60m a year.

The Anglo-Australian group is to cut 200 jobs in the US and Australia and close an office in Salt Lake City as part of a reorganisation from a geographical to a

product-based structure. It will incur a one-off charge of about \$40m this year.

The reorganisation follows the operational merger of the London-based RTZ operations and those of CRA, headquartered in Melbourne, at the end of 1995. Although there was no cash bid, the two companies moved to an innovative "dual-listed company" structure. RTZ had previously owned 49 per cent of CRA.

Mr Robert Wilson, execu-

tive chairman, said the company would not consider a return to separate listings but a possible future listing of individual assets was "something that we won't close our eyes to".

One or two layers of management would be removed in some divisions. "We wanted to have a direct dialogue with what's going on, rather than having to go through an intermediate office." The new set-up, with six product and two opera-

tional divisions, is intended to produce greater simplicity and transparency.

The shares fell 11p to 9634p, although analysts blamed market weakness and misleading reports about the cost savings.

Mr Wilson said the group had considered putting some products - iron ore, coal and diamonds - into the new structure at the time of the merger. But "at that stage, we thought it was too radical a proposition".

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends	Corporating dividend	Total for year	Total last year
Agfa	Yr to Dec 31	3,453	6,401	39.6	(33.5)	3.3	(2.8)	0.35*	0.6
Bacardi	6 mos to Dec 31	229.0	22.0	5.65	(4.6)	2.0	2.0	0	0
BAC Resources	Yr to Dec 31	152.2	102.4	5.26	(5.72)	5.2	5.2	4.4	5.4
Banca Nazionale del Lavoro	Yr to Dec 31	50.0	10.0	72.0	(77.0)	20.0	17.2	10.2	10.5
Barclays	Yr to Dec 31	21.9	14.3	1.73	(1.5)	7.1	6.7	1.8	1.5
Barclays	6 mos to Dec 31	5.05	5.49	0.953	(0.881)	2.9†	3.4	0.6	0.5
BBC Worldwide	Yr to Dec 31	-	-	1.71	(1.33)	3.95	3.06	1	May 10
Cairn Energy	Yr to Dec 31	36.5	21.7	5.93	(5.46)	3.12	11.7	-	-
Calderwood Robey	Yr to Dec 31	15.8	11.6	0.60	(1.02)	9.4	16.5	1.75	1.5
Calderwood Trust	6 mos to Dec 31	1,850.0	(1,550.0)	0.435	(0.247)	4	3.3	-	-
CMC Properties	Yr to Dec 31	7.38	2.68	2.36	(1.51)	12.3†	8.2	1.7	May 28
Camino (W)	Yr to Dec 31	77.7	74.5	8.95	(7.02)	20.2	15.4	5.1	5
Canalplus	Yr to Dec 31	3,12	0.755	4.49	(6.14)	34.1†	6.11	-	-
Cashplus	Yr to Dec 31	17.4	18.2	5.31	(5.22)	13.59	13.34	3.3	May 23
Deutsche	Yr to Dec 31	30.2	97.8	44.46	(51.1)	18.5†	17.4	5.7	May 23
DHS	Yr to Dec 31	4.48	4.48	0.48	(0.48)	3.0†	3.0	0.6	0.5
Domino's Pizza	Yr to Dec 31	670.8	500.0	0.254	(0.169)	32.9†	28.8	11	May 12
EW Footwear	Yr to Dec 31	11.0	10.3	1.94	(0.926)	6.03	3.71	1.1	June 6
Euro	Yr to Dec 31	2,007	2,007	0.201	(0.191)	190.4	180	4	May 30
Foxton Hotel	Yr to Dec 31	21.9	18.2	2.26	(2.04)	93.8	21.8	1.75	May 26
Financial Pds	6 mos to Dec 31	18.9	2.26	0.104	(0.224)	4.27	0.52	0.15	May 31
Hot Pix	Yr to Dec 31	2.44	1.52	0.325	(0.32)	8.2†	7.1	1.2	-
Independent News	Yr to Dec 27	419.1	(367.9)	73.5†	(50.9)	16.52†	(14.52)	4.6	May 22
Independent News	Yr to Feb 1	5,815	5,261	388.7	(51.77)	41.4	34.4	14	May 4
Kingfisher	Yr to Dec 31	3.1	4.45	4.45	(4.45)	16.2†	16.2	-	-
Lafferty Read	6 mos to Dec 31	3.1	3.1	4.45	(4.45)	20.9	10.1	2.9	May 30
Murphy	Yr to Dec 31	700.1	(719.9)	85.9	(46.3)	12.0†	16.7	2.2	May 2
Matthews (Bermuda)	Yr to Dec 31	234.9	182.0	22.2	(18.7)	10.0†	10.0	2.4	2.38
Media	Yr to Dec 31	2.2	2.2	1.59	(1.59)	4.05	4.47	1.1	May 16
Metcalfe	Yr to Dec 31	2,307	2,307	0.201	(0.191)	20.7	24.9	8	June 4
Monks	Yr to Dec 31	11.8	11.8	1.94	(0.926)	9.38	18.2	1.1	May 26
Orange Hotel	Yr to Dec 31	21.3	21.3	1.94	(0.926)	6.24†	5.23	0.15	May 31
Orange Contractors	6 mos to Dec 31	13.8	10.3	0.595	(0.442)	35.8	2.1	0.64	0.84
Shaw Engineering	Yr to Dec 31	324.7	319.1	50.64	(54.64)	5.8†	3.9	1	May 14
Stoffman	Yr to Dec 31	10	12.7	0.874	(0.835)	0.2	0.271	1	July 4
Sunlight	Yr to Dec 31	38.4	38.5	1.33	(1.454)	12	(-)	3	May 6
Television Corp	Yr to Dec 31	25.1	(-)	3.0†	(-)	2.0	2.0	1.1	June 30
Tower Centre Secs	6 mos to Dec 31	13,521	(11,500)	4.45	(4.24)	2.63	(2.23)	1.1	May 2
Trinity Bell	Yr to Dec 29	332.5	167.9	58.2	(27.5)	20.0	21.5	8.2	May 2
Ty	Yr to Dec 31	141.2	137.2	1.07	(1.07)	1.02	1.02	0.2	10.7
Unilever	Yr to Dec 31	1,478.0	1,478.0	40.34	(40.4)	13.9	19.3	5.8	July 1
United Carriers	Yr to Dec 31	122.9	122.9	2.07	(1.989)	5.3	7.1	1.8	May 2
Wicks	Yr to Dec 31	1,186</							



## CONSOLIDATED NET INCOME UP 12 % IN 1996

LAPEYRE'S consolidated financial statements and results for the year ended December 31, 1996 were presented to the Supervisory Board by the Management Board on March 11, 1997.

CONSOLIDATED SALES  
(In millions of French francs)

1996	1995	% change
5,319	5,162	+3%

## LAPEYRE GROUP CONSOLIDATED INCOME

(In millions of French francs)	1996	1995	% change
LAPEYRE and GME	371.2	354.2	+4.8
SGM - OXXO - LES ZELLES	2.2	8.4	-74.0
K PAR K	22.3	15.9	+40.3
<b>Income from operations</b>	<b>395.7</b>	<b>378.5</b>	<b>+4.5</b>
Exceptional items	-1	-22.9	
Depreciation of goodwill	-4.5	-7.8	
<b>Net income after minority interests</b>	<b>390.2</b>	<b>347.8</b>	<b>+12.2</b>

LAPEYRE and GME increased profitability over the year. Despite improved results at SGM, income from operations in the wholesaling and building trades segment declined due to lower income from OXXO and LES ZELLES, which have been confronted with difficult market conditions. K PAR K profits showed strong growth.

In all, income from operations increased more than sales, thereby improving margin which rose to 7.3 % of sales.

Net income after minority interests amounted to FRF 17.84 per share versus FRF 15.91 per share in 1995.

Funds from operations reached FRF 639 million, amply covering investments and capital spending of 273 million. The net cash flow combined with a reduction in working capital requirement, enabled LAPEYRE to continue to reduce indebtedness. As of December 31, 1996 the cash position, net of residual loans, amounted to FRF 256 million.

The Supervisory Board examined the financial statements of the LAPEYRE parent company, closed by the Management Board. Net income for the year, 1996 amounted to FRF 338 million.

In agreement with the Supervisory Board, the Executive Board will propose to the Annual General Meeting of shareholders on May 15, 1997 a net dividend per share of FRF 5.60 (FRF 8.40 including tax credit), which represents a 12 % increase from the 1995 dividend of FRF 5.00.

The dividend will be paid in cash on May 23, 1997.

## Dixons Group plc

## SUCCESSOR SPONSORED AMERICAN DEPOSITORY RECEIPT (ADR) FACILITY



For information please contact  
Kenneth A. Lopian (212) 815-2084 in New York or  
Andrew J. Zelter (0171) 322-6358 in London.

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R.C. Luxembourg B 53.392

## NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders of FMG MIR SICAV will be held at the Registered Office, 10A, Boulevard Royal, Luxembourg.

on Tuesday 18th April, 1997 at 11 a.m.

for the purpose of considering the following agenda:

- Management Report of the Directors for the year ended 31st December 1996.
- Report of the Statuary Auditor for the year ended 31st December 1996.
- Approval of the Annual Accounts for the year ended 31st December 1996 and appropriation of the earnings.
- Change in the composition of the execution of their mandates to 31st December 1996.
- Ratification of the appointment of one Director.
- Election of the Directors for a new term of one year.
- Election of the Statuary Auditor for a new term of one year.
- To transact any other business.

The present notice and a form of proxy have been sent to all registered shareholders on record at March 24, 1997.

In order to attend the Meeting, the owners of bearer shares are required to deposit their shares before April 7, 1997 at the Registered Office of the Company.

Banque Pichots Luxembourg  
10A, Boulevard Royal  
Luxembourg

The registered shareholders have to inform by mail (letter or proxy form) the Board of Directors of their intention to assist at the meeting before April 7, 1997.

By order of the Board of Directors

CREDIT LYONNAIS  
USD 500,000,000 - FRN  
Unquoted

Bondholders are hereby informed that the rate for the Coupon N°23 has been fixed at 6.625 %, for the period starting on 15.03.1997 until 18.06.1997 inclusive (representing a period of 92 days).

The coupon will be payable on 19.06.1997 at a price of USD 169.31

The Principal Paying Agent  
CREDIT LYONNAIS  
LUXEMBOURG S.A.

## BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.  
For further information or to advertise in this section please contact Karl Leyton 0171-573 4874

## COMPANIES AND FINANCE: ASIA-PACIFIC

## Hongkong Land jumps to US\$649m

By John Riddings  
in Hong Kong

Hongkong Land, the property arm of the Jardine Matheson group, yesterday announced a sharp increase in net profits last year, from US\$256.9m to US\$649.4m, boosted by exceptional gains on the sale of its stake in Trafalgar House.

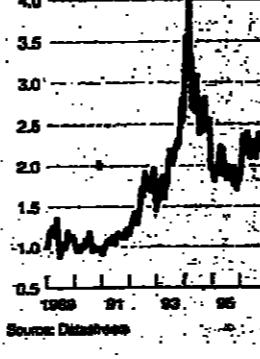
The sale of the 26 per cent stake in the UK construction, engineering and shipping group, now owned by Kværner of Norway, resulted in a gain of US\$217m. In 1995, the troubled investment had prompted an exceptional charge of US\$158m.

Mr Simon Keswick, chairman, cited progress in expanding the group's property and infrastructure interests in the region which, he said, would provide the base for longer-term growth.

However, he warned that

## Hongkong Land

Share price (HK\$)



the office sector. Hongkong Land is one of the biggest owners of office property in Hong Kong, dominating the downtown Central district.

Mr Keswick said office rents had stabilised last year after falling sharply from their 1994 peak, and that the property price rise resulted in a valuation of investment properties of US\$9.65bn, a rise of 27 per cent.

Hongkong Land's office and retail holdings, which total some 5m square feet, recorded 97 per cent occupancy at the year-end.

Excluding the charges and gains resulting from the Trafalgar House, net profits rose 4 per cent to US\$649.4m. Earnings per share increased from 9.78 US cents to 24.67 US cents.

A final dividend of 8.50 US cents a share took the total payment for the year to 12 US cents, a rise of 4 per cent.

Jardine Matheson, page 19

## More resign at Nomura

By William Dawkins in Tokyo

Two of Japan's most controversial financial figures yesterday said they would resign for the second time from the board of Nomura Securities, the stockbroker which recently admitted to dealing with so-called corporate gangsters.

Mr Setsuya Tabuchi and Mr Yoshihisa Tabuchi, known as "Big" and "Little" Tabuchi, said they would step down next month because of advanced age.

However, their resignations will be seen as related to Nomura's latest scandal. They follow Mr Hideo Sakamaki's resignation as

president last week. The Tabuchs, who are unrelated, resigned as chairman and president, respectively, in 1991, after Nomura staff were found to have illicitly compensated favoured customers for share losses and helped a prominent gangster corner the shares of a railway company.

They returned to the board two years ago, as director-counsellors, since when they are said to have exerted strong influence over the management. They will continue to be employed by Nomura, in consultancy jobs, but a second reincarnation on the board is thought unlikely.

## Indosat retracts over Telkom

By Manuela Saragoza in Jakarta

Indonesia's state-controlled international telecoms operator, Indosat, has retracted forecasts it made for early deregulation of monopolies covering domestic telecoms services.

The forecasts contradicted deregulation timetables spelled out by Telkom, the domestic telecoms service provider, in its 1995 IPO prospectus and provoked criticism from Telkom officials.

Indosat issued a statement yesterday saying its own forecasts should be "disregarded" and that they "do not refer to any revision in government policy". They were "merely intermediate targets set internally by

Indosat", the company said.

Telkom shares fell earlier this week after Indosat indicated in reports sent to analysts that it expected Telkom's monopoly over domestic long-distance calls to end by 2001, and its monopoly over local calls to be lifted by 2005.

In its IPO prospectus, Telkom said the monopolies would end in 2005 and 2010, respectively.

Telkom shares staged a recovery yesterday, closing up Rp100 at Rp3,750, but concerns remain that the lifting of monopolies may be brought forward. Clarification is expected today as Telkom is scheduled to hold a conference call with analysts to discuss its 1996 earnings.

## Santos buys WMC assets

By Nikki Tait in Sydney

Santos, the Australian oil and gas producer, yesterday exercised its pre-emptive rights and ousted Novus Petroleum as the buyer of WMC's Australian petroleum assets in a A\$181m (US\$150.8m) deal.

Santos will acquire WMC's

30 per cent interest in the production licence which includes the East Spar field and two joint venture interests in exploration permits, also in the Carnarvon Basin off Western Australia.

The deal will lift Santos's interest in East Spar field to 45 per cent and give it a two-thirds interest in the adjoining WA-214-P exploration permit.

To help fund the transaction Santos is making a one-for-eight rights issue at A\$4.00 a share, a significant discount to the A\$4.89 closing price on Tuesday night.

Shares in Santos dropped sharply, by 16 cents to A\$4.73.

WA-214-P exploration permit.

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## INTERNATIONAL CAPITAL MARKETS

# Gilt futures slide on upbeat UK data

## GOVERNMENT BONDS

By Richard Adams  
in London and  
Lisa Branston in New York

The UK gilt yield curve jerked sharply higher yesterday, in reaction to economic data suggesting a frothy economy. After outperforming their European counterparts for several sessions, gilts moved lower as increased speculation over domestic and US interest rate rises especially hit the short end of the curve.

UK gilt futures traded on the London International Financial Futures Exchange dropped heavily on the news of lower unemployment and higher-than-expected increases in average earn-

ings in the morning, coupled with afternoon nervousness over the US inflation data. The June contract lost 5 to settle at 103.5.

In the cash market, the 10-year benchmark fell 7/8, with the yield rising 13 basis points to 7.60 per cent. Against 10-year German bonds, the yield spread of gilts widened 10 basis points, to 184.

According to MMS International data, the short end of the UK yield curve collapsed, with three-month yields rising 7 basis points, while one-year yields rose 18 points and two-year yields were up 20 points.

"We've had a tough time, and it's the short end that's taken a bath," said Mr Kevin Adams, gilts strategist at

BZW in London. "I think it's more significant that we didn't see a large amount of selling, and there was some buying at the long end of the market."

Mr Adams said that investors were starting to consider when an incoming Labour government might raise interest rates. The first serious possibility was on Monday May 5, but he thought a Labour chancellor would want more time to discuss matters with the Treasury and the Bank of England.

Italian gilts took rest yesterday after several consecutive negative sessions. BTPs were firmer, owing to a slightly stronger lira. On Lira BTP futures closed at 124.57, a rise of 0.70. Cash

Italian BTPs were up 0.84, to 100.49, with benchmark yields falling 13 basis points to 7.67 per cent. Their spread against bonds dropped 14 points to 189.

Spanish bond prices followed BTPs upwards, with the 10-year cash market up 46, and yields falling 2 basis points to 7.21 per cent.

German bond prices were unsettled, losing ground on Italy and Spain. Traders blamed uncertain domestic investors. Bond futures fell slightly, while benchmark 10-year bond yields rose 4 basis points.

US Treasury prices slipped for a third consecutive session, after the Commerce department said the consumer price index had risen 0.3 per cent in February,

slightly stronger than the 0.2 per cent increase economists had expected.

The gains contributed to the growing consensus that the Federal Reserve might raise interest rates at Tuesday's meeting of its Open Market Committee.

By late morning in New York the benchmark 30-year Treasury was off 4/8 to yield 6.987 and the two-year note was off 1/8 to 8.29%, yielding 6.20 per cent. The June 30-year bond future added 4/8 to 103.84.

Economists said the CPI figures might help justify a tightening of monetary policy. "Like a bully looking to pick a fight, the Fed may have found an excuse to tighten in the slightly above expected 0.3 per cent

## CAPITAL MARKETS NEWS DIGEST

## AIG, CBOT plan Bermuda exchange

American International Group, the New York-based insurer, and the Chicago Board of Trade are working together to form a new exchange in Bermuda that will trade insurance-related products. Bermuda rivals London as a reinsurance centre. The new exchange will attempt to securitise the catastrophe insurance sector, offering a standardised cash market to lay off insurance risks.

In addition to AIG, initial members of the exchange include Chase Manhattan, the US bank holding company and Guy Carpenter and Company, a leading reinsurance intermediary. The CBOT last month signed a letter of intent to provide marketing services to the new exchange and to offer CBOT members trading privileges.

The new market, which will be owned by its members, expects to make a public sale offering in April. Its initial products resemble standardised reinsurance contracts for wind-related catastrophes in seven regions of the US, and are designed as much for investment purposes, to be used by international fund managers, as for risk management by insurers.

The new exchange is separate from a venture announced last fall between the New Jersey-based Catastrophe Risk Exchange (CATEX) and the Bermuda Stock Exchange.

Louis Morris, Chicago

## Bank halts bi-monthly repo

The Bank of England is to suspend its regular bi-monthly securities repurchase operation, after the introduction of the daily gilt repo operation. The Bank had foreseen the eventual phasing out of the fortnightly offering when it announced the introduction of the daily operation on March 3.

Yesterday the Bank offered money market repos maturing from April 10-14, and April 24-28 at 6.0 per cent. Only 250m of the shorter-dated repo was taken up, commencing today. The Bank said it would not offer a rollover of the repo facility after this round, but it would hold the bi-monthly facility in abeyance for future use, if necessary.

Richard Adams

## Emerging market funds shine

Hedge funds specialising in emerging markets have outperformed all other investment vehicles so far this year, according to Van Hedge Fund Advisors. "This exceptional performance is due largely to selective investments in the burgeoning markets of Russia, Hungary, Brazil and Poland," it said.

The stock markets in these countries have risen 60.1 per cent, 32.1 per cent, 26.5 per cent and 22.8 per cent respectively in the year to date. Van Hedge Fund hedge funds investing in emerging markets offered an average return of 11.7 per cent in the first two months of the year, followed by 10.0 per cent for their offshore counterparts. This compares with 3.1 per cent for the average US hedge fund and 5.5 per cent for the average offshore fund.

Samer Iskandar

## Dollar issues to fore as higher yield sought

## INTERNATIONAL BONDS

By Edward Luce  
and Samer Iskandar

A flood of dollar offerings dominated trading yesterday as retail investors looked for higher yield and an appreciating currency. Traders said there was a strong trend to base retail issues on shorter-dated dollar bonds in advance of next week's Federal Reserve meeting.

There is a much stronger yield pick-up in dollar compared with European currencies," said one syndicate head. "The Treasury market has sold off in the last couple of weeks which helps us quite a lot."

Caisse Centrale Desjardins in Quebec, the Canadian finance house, issued US\$250m of four-year bonds at 32 basis points above

Treasuries. Officials at Merrill Lynch, co-lead manager with Paribas, said Swiss and Belgian retail investors were keen to exploit the wider spreads.

"Psychologically, dollar bonds have improved for the European retail investor," said one official. "Two weeks ago deals like this went from minus-4 basis points to 24 basis points over Treasuries."

Den Danske Bank, Denmark's largest, opted for a floating rate subordinated issue yesterday to exploit nervousness over fixed-rate investments before March 25. The 12-year \$300m issue will be stepped up 150 basis points after nine years if the debt has not been called.

Priced to yield 37.5 basis points over Treasuries, the subordinated paper widened to about 45 basis points, said officials at Deutsche Morgan Grenfell, sole lead manager.

"It's inevitable that it will widen a bit in a market like this," said a syndicate manager. "But subordinated debt has two advantages: there's

strong interest. In the past few days we have seen strong dollar buying by German institutions as well as Luxembourg-based retail investors," said a banker in London.

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"It's inevitable that it will widen a bit in a market like this," said a syndicate manager. "But subordinated debt has two advantages: there's

a wider margin for the investor and it satisfies banks' demand for tier-two capital."

Bayerische Hypotheken tapped the French franc market with an unusual structure. The FF1bn of two-year notes pay a floating coupon equal to Fibor - the Paris interbank interest rate

- in the first year, and a fixed coupon of 4 per cent in the second. "Four per cent is quite attractive if you are not worried about interest rates rising suddenly," said a syndicate official in Paris.

Three-month Fibor rates are now about 3.25 per cent.

Crédit Commercial de

France, lead manager, said demand for the issue came from investors seeking to shorten their portfolios' maturity after the recent interest rate volatility.

"There has been a surge in demand for all products that reduce Euro-linked uncertainty," said a CCF official.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Day's change	Yield	Week ago	Month ago
Australia	8.75%	11/06	91.7627	-0.10	7.98	7.83	7.81
Austria	5.625%	01/07	98.0800	-0.10	5.54	5.54	5.54
Belgium	8.625%	03/07	101.4200	-0.080	6.06	5.59	5.59
Canada	7.000%	12/06	102.7200	-0.110	6.62	6.54	6.54
Denmark	7.000%	01/07	103.0000	-0.080	6.78	6.52	6.52
France	8.500%	01/07	102.9200	-0.10	6.49	6.49	6.49
ITAN	8.500%	01/07	102.9200	-0.10	6.49	6.49	6.49
DAI	8.500%	10/06	103.2900	-0.090	5.77	5.65	5.65
Germany	6.000%	01/07	103.3700	-0.240	5.95	5.67	5.63
Ireland	8.000%	08/07	108.1000	+0.010	6.62	6.62	6.49
Italy	7.750%	10/06	101.4900	-0.040	7.97	7.51	7.04
Japan	No 143	8.300%	120.8000	+0.030	1.31	1.26	1.28
No 182	8.300%	01/07	120.8000	+0.030	1.31	1.26	1.28
Netherlands	5.750%	02/07	98.6400	-0.080	5.80	5.45	5.43
Portugal	8.500%	02/07	115.2000	+0.200	7.08	6.82	6.65
Spain	8.000%	08/07	103.6100	-0.070	7.48	6.86	6.75
Sweden	7.750%	03/07	100.8900	-0.040	7.21	6.98	6.95
UK Gilt	8.250%	02/07	108.1000	+0.040	7.18	6.84	6.75
US Treasury	8.250%	02/07	108.1000	+0.040	7.18	6.84	6.75
ECU French Govt	7.000%	04/08	104.5200	-0.080	6.33	6.00	5.93
London closing: *New York mid-day † Gross including withholding tax at 12.5 per cent payable by nonresidents Source: MMS International							

Yield Local market standard.  
† Gross including withholding tax at 12.5 per cent payable by nonresidents

Source: MMS International

## BOND PRICES AND OPTIONS

## France

## NOTIONAL FRENCH BOND FUTURES (MATIF) FF500,000

	Open	Sett price	Change	High	Low	Est. vol.	Open Int.
Jun	127.80	127.90	-0.02	128.22	127.74	14,511	151,300
Sep	126.30	126.30	-0.02	126.40	126.20	5,500	1,941
Dec	95.60	95.60	-0.02	95.60	95.60	-	-

NOTIONAL LONG TERM FRENCH BOND OPTIONS (MATIF)

Strike	CALLS	PUTS
109	0.27	-0.27
110	0.02	-0.48
111	0.27	-0.48

Est. vol. total, Calls 3780 Puts 3022. Previous day's open Int., Calls 88000 Puts 92001

London closing: \*New York mid-day  
† Gross including withholding tax at 12.5 per cent payable by nonresidents

Source: MMS International

## US INTEREST RATES

## Treasury Bills and Bond Yields

<table



## COMMODITIES AND AGRICULTURE

# Eni plans gas terminals in Mediterranean

By Robert Corzine  
in Ravenna

Eni, the Italian oil and gas group, yesterday unveiled a plan to build giant floating liquefied natural gas terminals in the Mediterranean in a move that could bolster the LNG trade in the region.

Mr Guglielmo Moscato, ENI chairman, said the development of such vessels could overcome growing environmental opposition to new shore-based LNG terminals. They would also form part of what he hopes would

be a more integrated approach to gas trading in the Mediterranean.

That would "make the gas market more flexible, articulated and equipped with a spot component, along the lines of the oil markets".

The Eni project, which has been under study since 1992, would adapt technology that has been developed for the floating oil production systems that are becoming increasingly common. Mr Moscato said LNG carriers of any size could unload into the floating terminal, which

could store the gas in liquid form as well as regasify and send it ashore via a pipeline.

Mr Moscato said the vessels would most likely be anchored close to existing pipelines for depleted gas fields, which could serve as longer term storage sites. The vessels could be moved to alternative locations as demand for natural gas develops.

Eni has estimated the capital cost for such a vessel at £707m (\$115m), with annual operating costs of £27m. A

number of engineering and shipbuilding companies have expressed interest in taking part in the project, according to Mr Moscato.

In recent years Italian environmental groups have campaigned successfully against the construction of two LNG reception terminals at Moncalvo di Castro and Monfalcone. Opposition to such facilities is also evident in other Mediterranean countries.

Speaking at the Offshore Mediterranean Conference in Ravenna, Mr Moscato said

LNG needed to be integrated into the existing, mainly pipeline-based gas export systems in the Mediterranean.

He also called for a greater level of interconnection between various pipelines and terminals in order for the regional gas market to grow to a size that reflected the large reserves available in other Mediterranean countries.

He said the main markets for the large gas reserves found off Egypt was most likely to be in the east, among Israel, Jordan, Lebanon and Turkey. But Eni and the Egyptian government are also considering a link to Libya, from which the Italian company is already planning to build a big export pipeline to Italy.

US

attempts to restrict international investments in Libya's oil and gas sector came under attack from a number of speakers at the conference. Mr Moscato said Libya needed to be fully integrated into the Mediterranean Partnership linking the countries in the region.

# Start up of Alumbrera 'still on time'

By Kenneth Gooding  
in Alumbrera, Argentina

Alumbrera takes in five substantial and separate construction projects. Apart from the mine and associated equipment, there is a 34km processing plant and rail loading facility near Tucuman; a port facility near Rosario, on the river Parana; a 160 km, \$42m, pipeline; and a 240km, \$30m pipeline to carry slurry from the mine to the processing plant.

Mr Freund said that 83 per cent of the construction work is completed but the rain badly affected work on the pipeline. There is still 25 km to be completed in the most difficult area, about 160 km from the mine.

Alumbrera will earn back its capital cost in four to five years, said Mr Freund. The project is also the first to test Argentina's new mining laws, particularly incentives that promise early repayment of value-added tax on imported equipment used by companies that will export all their production.

Mr Freund said Alumbrera was owed about \$120m and has had nine accountants working full-time to fill out the right forms in the right way.

This is good news for the joint venture partners, particularly MIM, the Australian group that owns 50 per cent. North, another Australian company, and Rio Algom, of Canada, each have 25 per cent.

Alumbrera will not only produce 190,000 tonnes of copper but will also be the biggest gold producer in South America with an output of 730,000 troy ounces a year.

As well as being among the lowest-cost copper producers, it will also generate between \$60m and \$80m in annual revenue.

Contracts worth at least

\$4bn have already been signed for 100 per cent of output with smelters and traders across the world.

Contracts last between three and eight years.

A few copper and gold mines that have been expanded over the years are bigger than Alumbrera but this is the biggest project of its kind from the outset. Alum-

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\$4bn have already been signed for 100 per cent of output with smelters and traders across the world.

Contracts last between three and eight years.

A few copper and gold mines that have been expanded over the years are bigger than Alumbrera but this is the biggest project of its kind from the outset. Alum-

brera will produce 190,000 tonnes of copper but will also be the biggest gold producer in South America with an output of 730,000 troy ounces a year.

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## **FT MANAGED FUNDS SERVICE**

## Offshore Insurances and Other Funds

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

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## LONDON SHARE SERVICE

## ALCOHOLIC BEVERAGES

Adnams	£1.20
Associated British Breweries	£1.20
Bass	£1.20
Brasier	£1.20
Carlsberg	£1.20

## BANKS, RETAIL

Barclays	£1.20
Bank of Scotland	£1.20
Chase Manhattan	£1.20
Citibank	£1.20
Co-operative Bank	£1.20

## BREWERY'S, PUBS &amp; REST

Heublein	£1.20
Holiday Inn	£1.20
Marston's	£1.20
McDonald's	£1.20
McDonald's UK	£1.20

## BUILDING &amp; CONSTRUCTION

Amec	£1.20
Associated British Ports	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## DIVERSIFIED INDUSTRIALS

Amoco	£1.20
Anglo-Dutch Shell	£1.20
BP	£1.20
Exxon	£1.20
Exxon	£1.20

## ELECTRICITY

British Gas	£1.20
Edison	£1.20
Edison	£1.20
Edison	£1.20
Edison	£1.20

## ENGINEERING - CONT.

BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20

## ELECTRONIC &amp; ELECTRICAL EQPT

AT&T	£1.20
AT&T	£1.20
AT&T	£1.20
AT&T	£1.20
AT&T	£1.20

## BUILDING MATS. &amp; MERCHANTS

Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## CHEMICALS

Aldrich	£1.20
Alcan	£1.20
Alcan	£1.20
Alcan	£1.20
Alcan	£1.20

## ENGINEERING

BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20

## DISTILLERS

Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## CHEMICALS - CONT.

Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## EXTRACTIVE INDUSTRIES

Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20

## ENGINEERING - CONT.

BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20
BAE Systems	£1.20

## DISTRIBUTORS

Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## CHEMICALS - CONT.

Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20
Associated Equipment	£1.20

## EXTRACTIVE INDUSTRIES - CONT.

Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20
Anglo American	£1.20

## INSURANCE - CONT.

Aviva	£1.20
Aviva	£1.20
Aviva	£1.20
Aviva	£1.20
Aviva	£1.20

## INVESTMENT TRUSTS - CONT.

Barclays	£1
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Highs &amp; Lows shown on a 52 week basis

## WORLD STOCK MARKETS

	+/-	High	Low	Yld	P/E		+/-	High	Low	Yld	P/E		+/-	High	Low	Yld	P/E		+/-	High	Low	Yld	P/E		+/-	High	Low	Yld	P/E	
<b>EUROPE</b>																														
AUSTRIA (Mar 19 / Dkt)	-1.00	1,320.00	1,210.00	0.60	14.00		-0.75	850.30	750.20	1.4	16.7		-0.75	550.00	530.00	2.1	15.7		-0.50	1,020.00	1,010.00	1.0	12.0		-0.25	2,070.00	2,050.00	1.0	12.0	
BELGIUM (Mar 19 / Fcs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Denmark (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Finland (Mar 19 / Fcs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
France (Mar 19 / Fcs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Germany (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Iceland (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Ireland (Mar 19 / Fcs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Italy (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Netherlands (Mar 19 / Fcs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Portugal (Mar 19 / Escudo)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Spain (Mar 19 / Pts)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Sweden (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Switzerland (Mar 19 / Frs)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
UK (Mar 19 / Pounds)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Yugoslavia (Mar 19 / Dkt)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
<b>MIDDLE EAST</b>																														
Egypt (Mar 19 / Egyptian Pounds)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Iraq (Mar 19 / Dinar)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Israel (Mar 19 / Sheqalim)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Jordan (Mar 19 / Dinar)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Kuwait (Mar 19 / Dinar)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Saudi Arabia (Mar 19 / Riyal)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0		-0.75	1,250.00	1,240.00	1.00	13.0	
Turkey (Mar 19 / Lira)	-1.00	1,250.00	1,240.00	1.00	13.0		-0.75																							



4 pm close March 19

## NYSE PRICES

	Y	M	D	High	Low	Close	Chg	Stock	Y	M	D	High	Low	Close	Chg	Stock	Y	M	D	High	Low	Close	Chg
High Low Stock	Y	M	D	High	Low	Close	Chg	High Low Stock	Y	M	D	High	Low	Close	Chg	High Low Stock	Y	M	D	High	Low	Close	Chg
Condition from previous page								High Low Stock	Y	M	D	High	Low	Close	Chg	High Low Stock	Y	M	D	High	Low	Close	Chg
20% 12 25467 +	0.08	0.04	0.02	221	175	161	-1	2175 15% TymEquity	0.21	1.0	3.44	204	204	205	+1	Stock	Y	M	D	High	Low	Close	Chg
20% 17 82000 -	0.10	0.13	0.15	55	55	52	-2	2079 15% TymEquity	1.00	1.3	13.0558	205	205	205	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 12 25200 -	0.08	0.02	0.28	125	125	125	-1	204 15% TymEquity	0.30	0.72	1.05	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 11 22665 -	0.08	0.15	0.15	125	125	125	-1	2025 15% TymEquity	0.20	2.0	21.05	205	205	205	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 14 22665 -	0.07	0.18	0.37	125	125	125	-1	2015 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 13 22665 -	0.08	0.15	0.15	125	125	125	-1	2005 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 12 22665 -	0.08	0.15	0.15	125	125	125	-1	1995 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 11 22665 -	0.08	0.15	0.15	125	125	125	-1	1985 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 10 22665 -	0.08	0.15	0.15	125	125	125	-1	1975 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 9 22665 -	0.08	0.15	0.15	125	125	125	-1	1965 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 8 22665 -	0.08	0.15	0.15	125	125	125	-1	1955 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 7 22665 -	0.08	0.15	0.15	125	125	125	-1	1945 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 6 22665 -	0.08	0.15	0.15	125	125	125	-1	1935 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 5 22665 -	0.08	0.15	0.15	125	125	125	-1	1925 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 4 22665 -	0.08	0.15	0.15	125	125	125	-1	1915 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 3 22665 -	0.08	0.15	0.15	125	125	125	-1	1905 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 2 22665 -	0.08	0.15	0.15	125	125	125	-1	1895 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 1 22665 -	0.08	0.15	0.15	125	125	125	-1	1885 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% 0 22665 -	0.08	0.15	0.15	125	125	125	-1	1875 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -1 22665 -	0.08	0.15	0.15	125	125	125	-1	1865 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -2 22665 -	0.08	0.15	0.15	125	125	125	-1	1855 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -3 22665 -	0.08	0.15	0.15	125	125	125	-1	1845 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -4 22665 -	0.08	0.15	0.15	125	125	125	-1	1835 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -5 22665 -	0.08	0.15	0.15	125	125	125	-1	1825 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -6 22665 -	0.08	0.15	0.15	125	125	125	-1	1815 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -7 22665 -	0.08	0.15	0.15	125	125	125	-1	1805 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -8 22665 -	0.08	0.15	0.15	125	125	125	-1	1795 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -9 22665 -	0.08	0.15	0.15	125	125	125	-1	1785 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -10 22665 -	0.08	0.15	0.15	125	125	125	-1	1775 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -11 22665 -	0.08	0.15	0.15	125	125	125	-1	1765 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -12 22665 -	0.08	0.15	0.15	125	125	125	-1	1755 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -13 22665 -	0.08	0.15	0.15	125	125	125	-1	1745 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -14 22665 -	0.08	0.15	0.15	125	125	125	-1	1735 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -15 22665 -	0.08	0.15	0.15	125	125	125	-1	1725 15% TymEquity	0.18	1.7	5.55	125	125	125	+1	Stock	Y	M	D	High	Low	Close	Chg
10% -16 22665 -	0.08	0.15	0.15	125	125	125	-1	1715 15% Tym															

## **NEW YORK STOCK EXCHANGE PRICES**

*4 per class March 19*

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108
109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126
127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144
145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162
163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198
199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216
217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234
235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252
253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270
271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288
289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306
307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324
325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342
343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360
361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378
379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396
397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414
415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432
433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450
451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468
469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486
487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504
505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522
523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540
541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558
559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576
577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594
595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612
613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630
631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648
649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666
667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684
685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702
703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720
721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738
739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756
757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774
775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792
793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810
811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828
829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846
847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864
865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882
883	884	885	886	887	888	889	890	891	892	893	894	895	896	897			

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**Radisson SAS**  
HOTEL BRUSSEL



## Dow tumbles on interest rate worry

### AMERICAS

A sell-off in the technology sector and continued nervousness about a possible increase in interest rates sent US shares tumbling at mid-session, writes Lisa Bransten in New York.

Stocks and bonds weakened after the commerce department said that consumer prices increased by 0.3 per cent last month, slightly more than the 0.2 per cent rise that many analysts had expected. Some economists said that the stronger than expected figure might provide the Federal Reserve with an excuse to raise interest rates at next Tuesday's meeting of its open market committee.

Early afternoon, the Nasdaq composite had fallen 27.24 to 1,242.10 and the Pacific Stock Exchange technology index was off 3.2 per cent.

At 1pm, the Dow Jones Industrial Average was off 53.25 at 6,843.41 and the Stan-

dard & Poor's 500 fell 7.80 at 1,171.86. NYSE volume was 284m shares.

IBM and Hewlett-Packard, the primary technology companies in the Dow, were among the index's weakest performers. IBM shed 3.2%, or 2 per cent, to \$136 and Hewlett-Packard shed \$14, or 2 per cent.

The four largest components of the Nasdaq composite each lost between 3 and 6 per cent. Intel fell \$4 at \$132.4. Microsoft was 3.4% weaker at \$95.4. Cisco Systems lost \$2 at \$104.8 and Oracle was \$2 lower at \$38.4.

Lexmark International Group, computer printer company that was once part of IBM, contributed to worries in the technology sector by warning that it expected first-quarter earnings to be lower than analysts' forecasts. Lexmark shares dropped 3.3%, or 14 per cent, to \$24.

Elsewhere, Sprint added \$14, or 4 per cent, at \$45 on

rumours that it could be acquired by Cable & Wireless of the UK. Both C & W and Sprint, however, put out statements saying that such a deal was unlikely.

TORONTO was weak at mid-session, extending Tuesday's losses as banks continued to weaken on worries about the outlook for higher US interest rates. By noon, the TSE-300 composite index was 29.38 lower at 6,099.90 in volume of 44.8m shares.

Wascana Energy extended its rally in early trade, but by late morning was steady at C\$20.45. On Tuesday, Canadian Occidental Petroleum made a C\$20m white knight bid for Wascana. Canopy Rose C\$1.55 to C\$26.70.

MEXICO CITY held on to the best of its early gains at mid-session in response to a sharp drop in primary interest rates and news that the US Senate intended to rebuke rather than decry Mexico's anti-drug efforts. Mexico's anti-drug efforts. The IPC index was 37.75 higher at 3,894.20.

JOHANNESBURG edged ahead as local institutions continued to buy blue chips while dwindling foreign demand was mostly directed at gold shares. The overall index climbed 14.0 to 7,089.5, indus-

trial advanced 21.0 to 8,342.6, and golds gained 5.1 to 1,375.6.

Turnover was, by recent standards, weak at R628.5m.

Industrials were propelled higher by South African

### EUROPE

Once again, the negotiations between Krupp Hoesch and Thyssen and the potential reduction in steel industry overcapacity were the talk of Europe.

FRANKFURT confined Krupp and Thyssen to the grey market again. Talk of a steel joint venture, rather than takeover pyrotechnics, left the proponents at around DM385 and DM300 respectively, compared with last Friday's prices of DM346.80 and DM272 on a Thyssen high of DM434 on the day.

The Dax index recovered 16.13 to an Ibis-indicated 3,315.93, but, said Ms Barbara Altmann at B Metzler, many participants had been ahead of tomorrow's triple witching day for the options market and next week's FOMC meeting in Washington. The day's indicators included a small rise in the Dax business sentiment index for western Germany and slower than expected M3 money supply growth in February.

Conglomerates with steel industry associations continued to do well. Preussag put on another DM18.50 at DM459.80, while Mannesmann, which also saw speculation on a possible telecoms deal with Veba and Viag, rose DM18.50, or 3 per cent.

Breweries, which gained 75 cents to R138.25, Gensor, the mining house, collected 25 cents to R19.20, while NBS Holdings, the banking group, eased 50 cents to R71.50 in heavy volume.

### ASIA PACIFIC

News of financial troubles at Sammi group companies, which triggered fears of a much broader financial crisis, left SIEUL tumbling 1.8 per cent. The composite index lost 11.68 to 646.29 while the finance sub-index fell 4.7 per cent.

One analyst noted that Sammi's trouble was not a new issue in the market, but it had prompted worries that more cash-strapped companies would follow.

Commercial Bank of Korea hit a year low of Won4,050, down Won350, and Korea First Bank lost Won150 to Won2,970. The two banks were the leading creditors to Sammi Corp and Sammi Steel respectively.

TOKYO virtually ran out of steam after Tuesday's 2.2 per cent gain and with the prospect of today's spring public holiday in sight, writes Bethan Hutton.

The Nikkei 225 index closed 48.51 higher at 18,493.71, moving in a fairly narrow range all day with a high of 18,554.60 and a low of 18,378.62. It started positively, retreated when the yen strengthened in late morning, and recovered in the afternoon.

Investors were still digesting Tuesday's government promise of measures to help solve the problem of excessive amounts of property held as collateral against bad loans.

The measures were due to be announced on March 31 and, although market participants reacted enthusiastically on Tuesday, most remained relatively cautious before full details were announced in case they did not come up to expectations.

These expectations, however, continued to lift several sectors. Banks were heavily traded, with six among the day's top ten most active shares. Some of

the weaker ones, with most to gain from a resolution of the bad loan and real estate problems, also made some headway.

Nippon Credit Bank was the most heavily traded share, gaining Y14 to Y280. Sakura Bank rose Y12 to Y765, Fuji Bank Y40 to Y1,520 and Dai-Ichi Kangyo Y40 to Y1,400. Sanwa Bank and North Pacific Bank were both unchanged at Y1,360 and Y609 respectively, in spite of being actively traded.

International blue chips lost ground as the yen gained strength during the Tokyo trading day.

Taipei shied Y10 to Y3,120, Honda Y20 to Y3,620, Sony

Y110 to Y8,710, TDK Y70 to Y8,100, and NEC Y20 to Y1,380.

The Topix index of all first-section shares added 4.40 to 1,361.39, and the capital-weighted Nikkei 300 edged up 1.45 to 284.97.

Volume dropped to an estimated 438m shares from 475m and losers outnumbered winners by 647 to 444 with 168 unchanged.

In Osaka, the OSE index edged up 15.78 to 19,225.94 in volume of 432.4m shares.

TAIPEI turned back after a seven-session rally of 4.3 per cent, concern growing over the possibility of government action to cool the overheating market.

Weakness in HSBC was attributed to profit-taking after the bank's recent relative outperformance. The

weighted index

sprinted to an early high of 8,599.52, however, before turning back to close down 84.68 at 8,441.52.

Turnover was TS195.7bn, the highest in more than seven years, as investors dumped shares to lock in profits.

HSKONG was weak on sustained selling in HSBC Holdings and a lack of buying interest ahead of next week's US Federal Reserve policy meeting.

The Hang Seng Index closed 97.49 lower at 12,651.42 in turnover that rose to HK83.1bn.

Weakness in HSBC was attributed to profit-taking after the bank's recent relative outperformance. The

share lost HK22 to HK180 in turnover of HK415.5m.

SYDNEY was pushed down on arbitrage futures and the cash market and by US interest rate rises.

The All Ordinaries fell 1.1 to 2,385.2.

News Corp saw continued weakness following i planned acquisition of U

US marketing group He

tage Media because of t

implications for new equ

and increased debt.

The shares fell 24 cents A\$6.12, down over 8 per cent this week.

DHAKA's bear run cont

ued with the DSE index

losing another 65.10, or 4.8 cent, to 1,280.27.

## Steel groups again in the limelight

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Breweries, which gained 75 cents to R138.25, Gensor, the mining house, collected 25 cents to R19.20, while NBS Holdings, the banking group, eased 50 cents to R71.50 in heavy volume.

ZURICH called a halt to the declines of the previous two days and the SMHI index recovered 15.2 to 4,535.1 as a steadier dollar helped calm some of the market's recent nerves.

Turnover was, by recent standards, weak at R628.5m.

Industrials were propelled higher by South African

to DM641.50. Veba gained DM18.50 at DM97.62.

Turnover stayed low, easing from DM11.5bn to DM11.5bn. SAP, the software group, got no credit for bringing up its dividend late on, the price falling DM5.50 to DM27.5. But Linde, the forklift leader, rose DM21 to DM11.85 ahead of today's results conference and Schering, the pharmaceutical group, recovered DM5.20, or 3.3 per cent, to DM16.20 after it raised forecasts for

1997.

PARIS staged a rebound after two days of falls, the CAC-40 index closing 22.52 higher at 2,596.77. Alcatel extended Tuesday's post result gains, putting on another FF119 at FF7,686 after broker upgrades.

Michelin, the tyremaker, rebounded FF111.50, or 3.6 per cent, to FF127.

Nestle lost SF15 to SF1,535 on speculation that it was considering a reduction of its stake in the cosmetics company L'Oréal.

Stet was up L32 at L7,222 and Telecom Italia rose L44 to L122, recouping some of Tuesday's losses as fund managers adjusted portfolios ahead of the merger.

The often volatile SMHI tumbled SF27 to SF27.

MILAN staged a technical rebound after its recent sharp declines, led by gains in Tim and ENL. The Comit index recovered 5.21 to 730.05, also supported by the stronger lira and a firmer government bond market.

ENI added L386 at L8,515 after posting higher 1996 net

### FTSE Actuaries Share Indices

THE EUROPEAN SERIES									
Mar '95	Open	10.30	11.00	12.00	12.60	13.00	14.00	15.00	Clos
FTSE Eurostock 100	2163.38	2161.28	2140.23	2141.58	2142.44	2143.43	2143.62	2143.74	2143.74
FTSE Eurostock 200	2170.00	2173.58	2173.58	2173.58	2173.58	2173.58	2173.58	2173.58	2173.58

Mar '95 Open 10.30 11.00 12.00 12.60 13.00 14.00 15.00 Clos

FTSE Eurostock 100 2146.65 2146.22 2147.00 2149.53 2149.53 2149.47

FTSE Eurostock 200 2175.03 2175.22 2175.37 2175.55 2175.55 2175.25

Mar '95 Open 10.30 11.00 12.00 12.60 13.00 14.00 15.00 Clos

FTSE Eurostock 100 2146.65 2146.22 2147.00 2149.53 2149.53 2149.47

FTSE Eurostock 200 2175.03 2175.22 2175.37 2175.55 2175.55 2175.25

Mar '95 Open 10.30 11.00 12.00 12.60 13.00 14.00 15.00 Clos

FTSE Eurostock 100 2146.65 2146.22 2147.00 2149.53 2149.53 2149.47

FTSE Eurostock 200 2175.03 2175.22 2175.37 2175.55 2175.55 2175.25

Mar '95 Open 10.30 11.00 12.00 12.60 13.00 14.00 15.00 Clos

FTSE Eurostock 100 2146.65 2146.22 2147.00 2149.53 2149.53 2149.47

FTSE Eurostock 200 2175.03 2175.22 2175.37 2175.55 2175.55 2175.25</p